MARCH, 1957 2s. 3d.

Personnel Management & Methods

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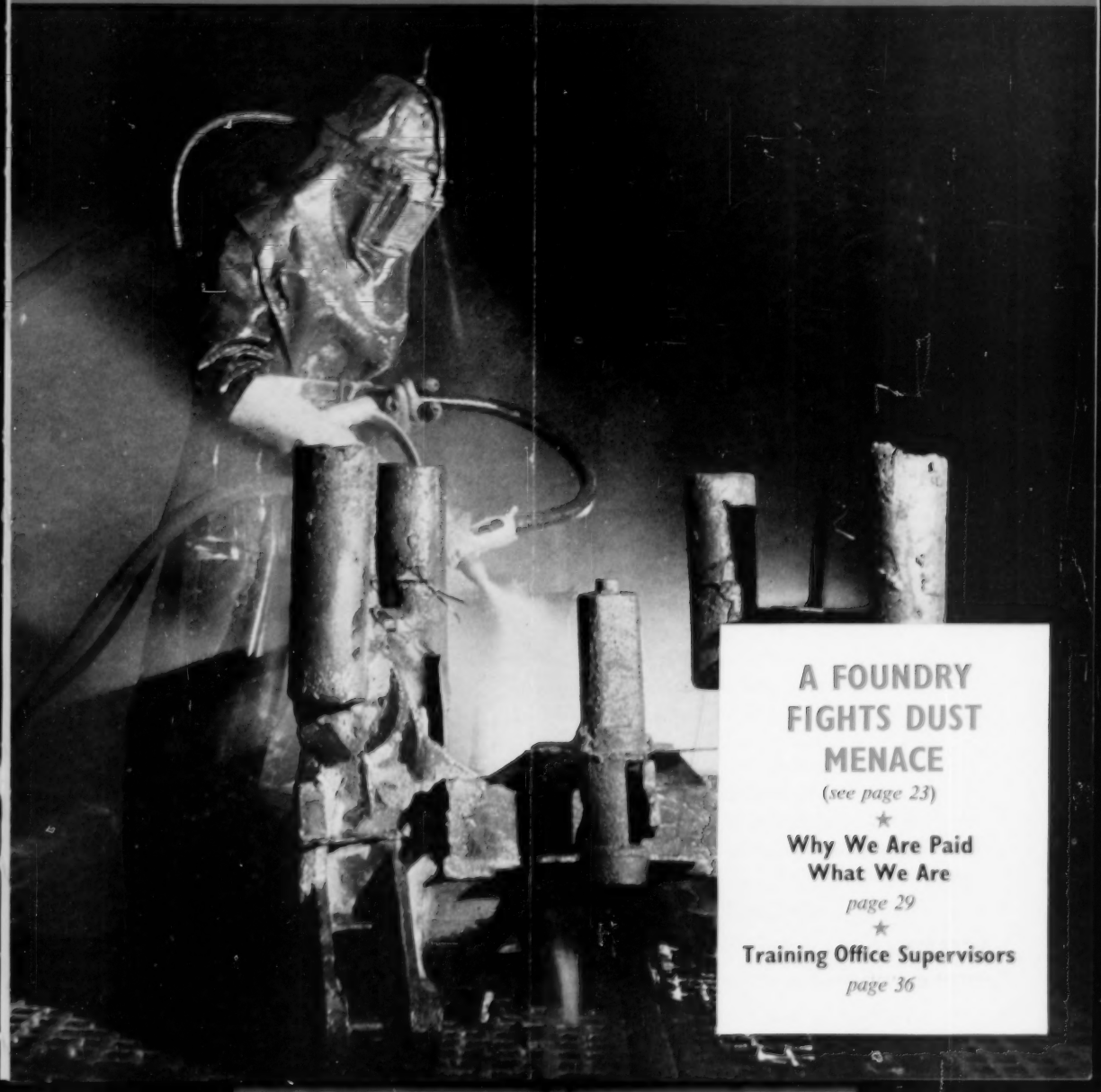

A FOUNDRY FIGHTS DUST MENACE

(*see page 23*)

★

Why We Are Paid What We Are

page 29

★

Training Office Supervisors

page 36

No. L 113. *The new black Oxford "Lightweight" Totectors Safety Shoe, welted construction, Dri-ped Chrome soles, Dunlop heel, vamp linings of "Protexa" fabric, specially treated to resist breakdown caused by moulds and other micro-organisms.*

(**L 243.** *Full Brogue with tan uppers, Sussex twin grip heel.*)

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Lightweight

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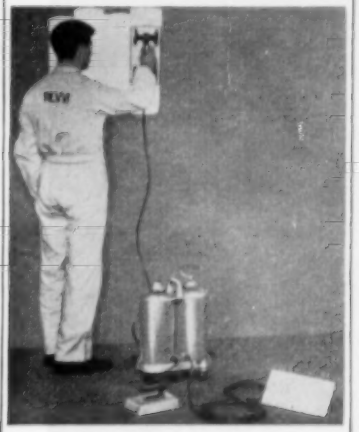

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MARCH 1957

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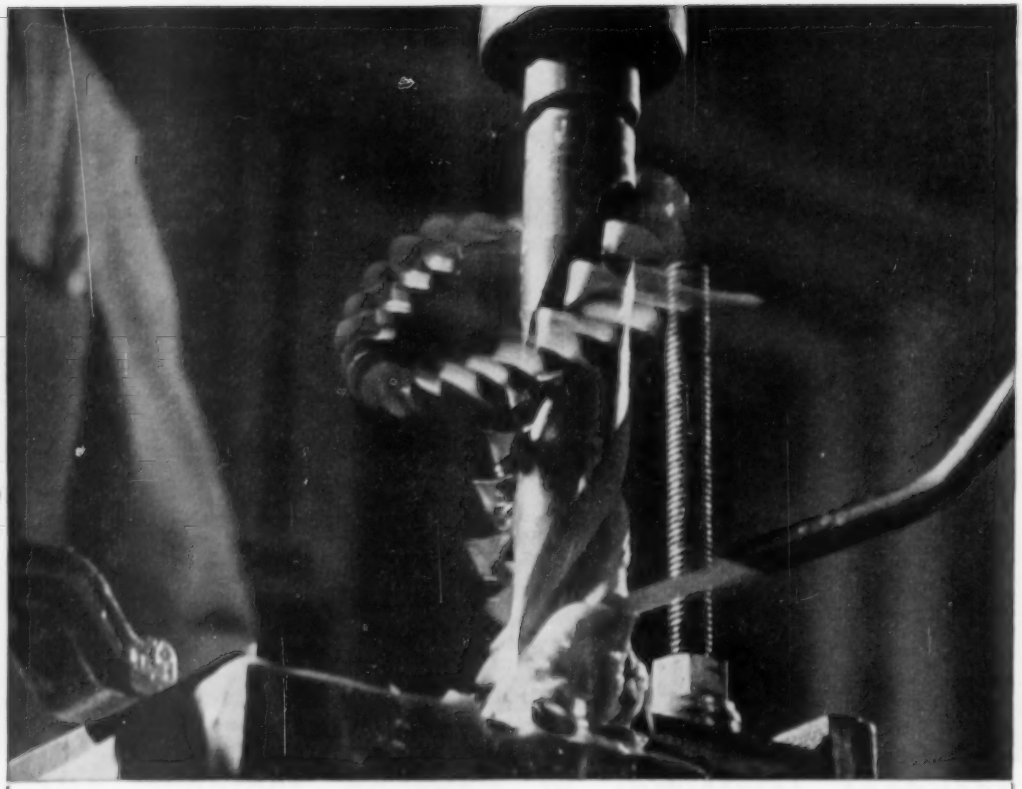

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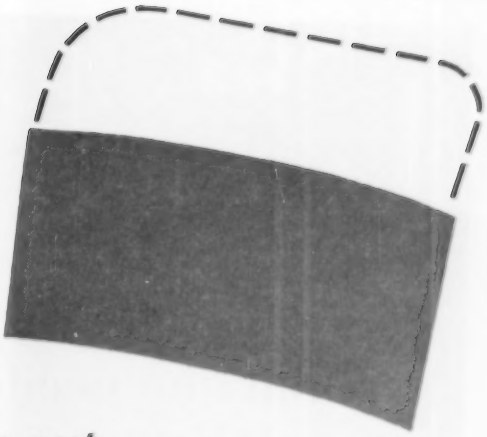

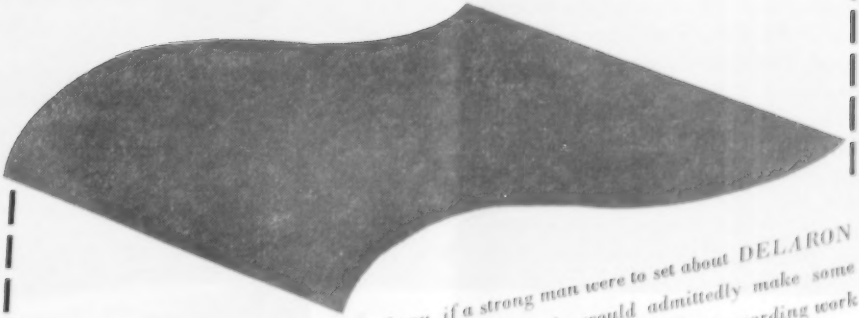

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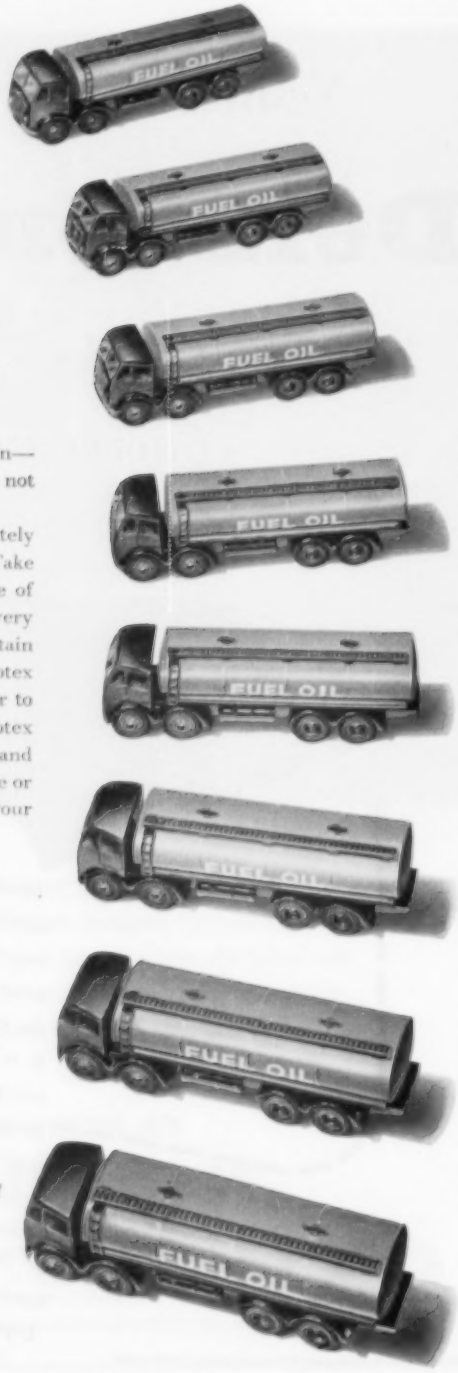

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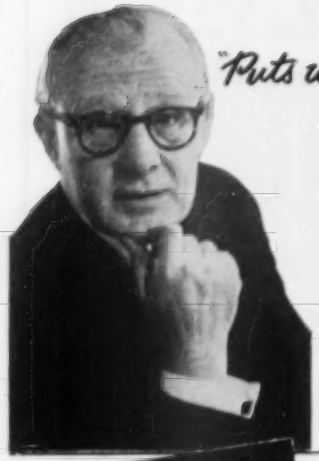

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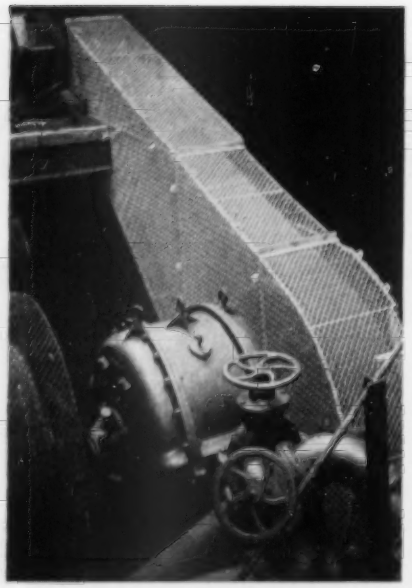

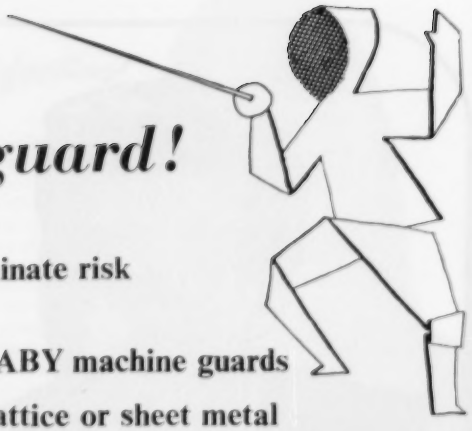

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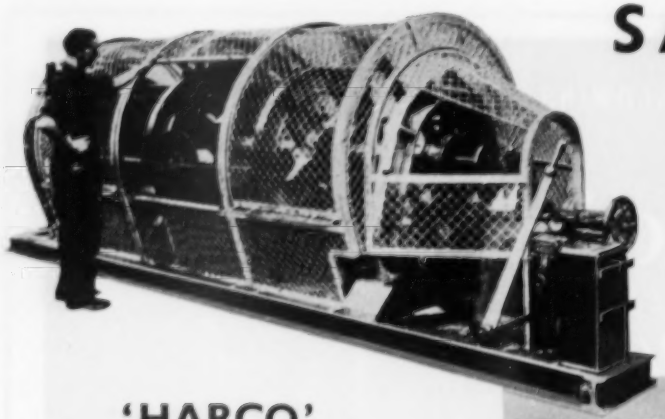

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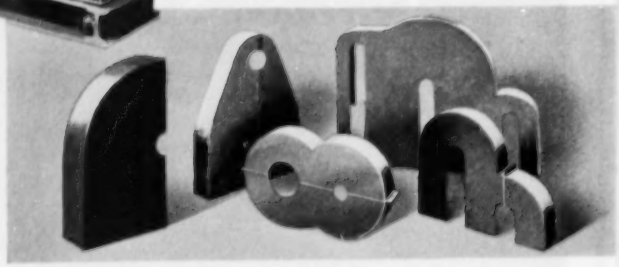

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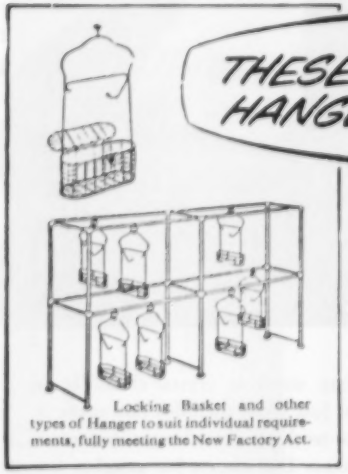

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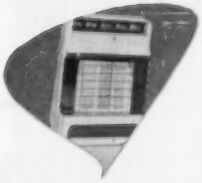

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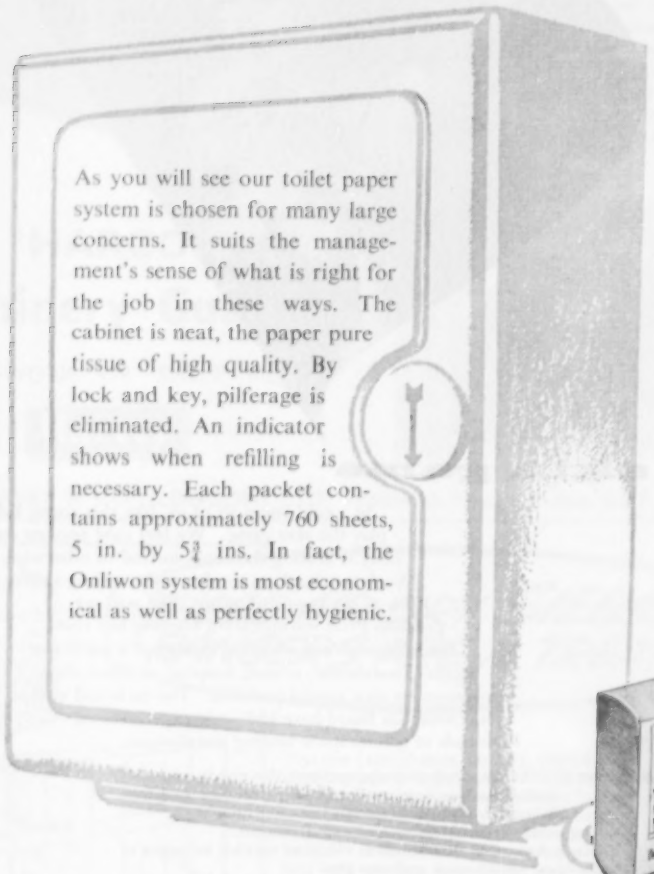

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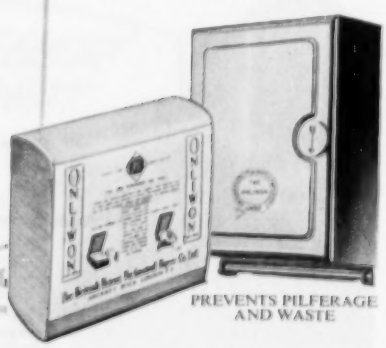

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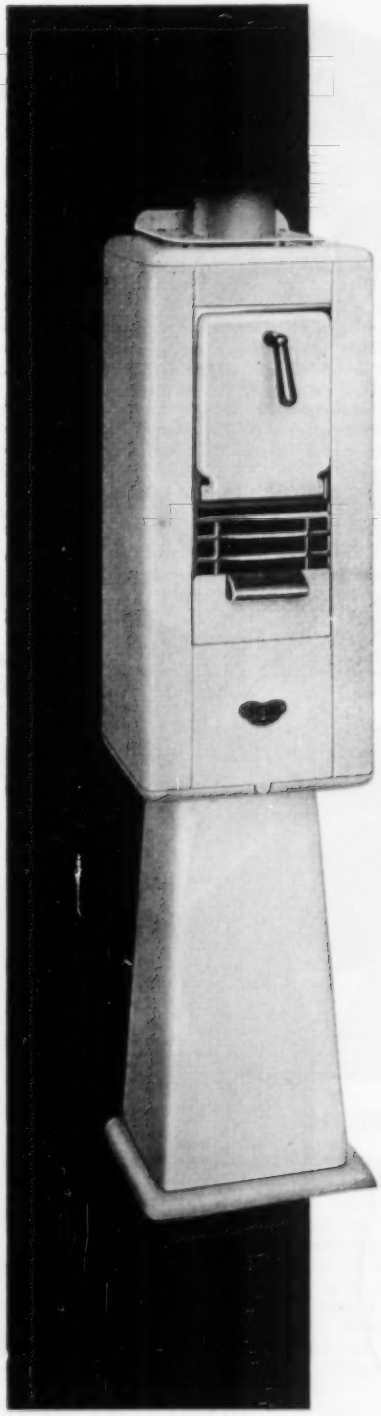

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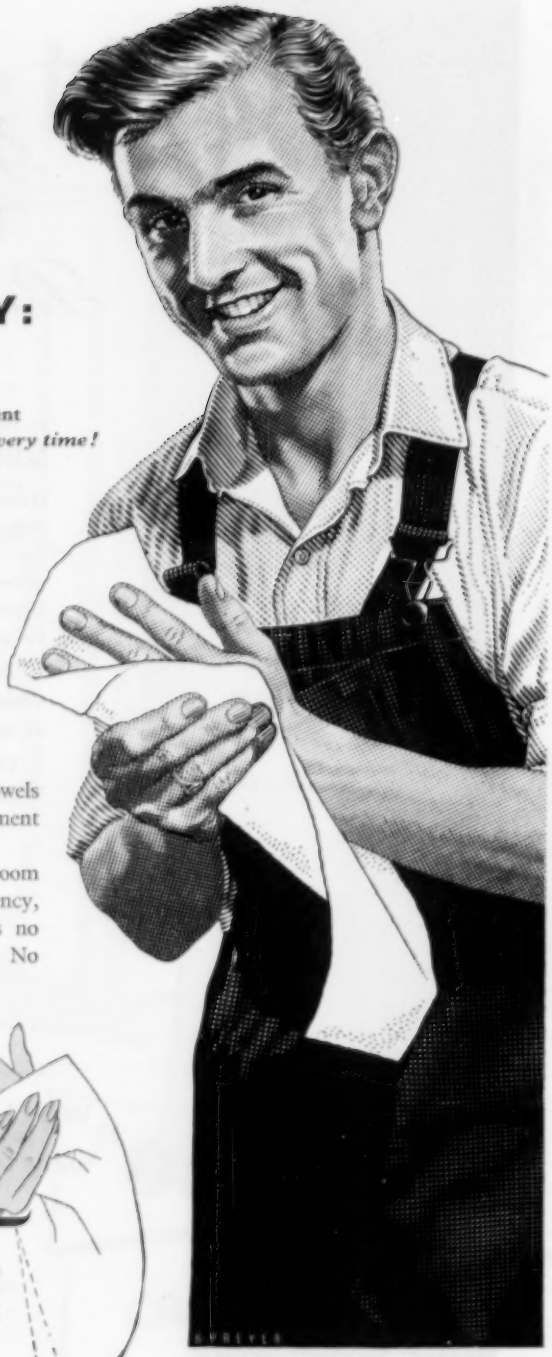
- **Hi-Dri Dispenser Cabinets supplied and installed *free* on loan.**
- **Hi-Dri is not just a paper towel, it's a complete drying service!**



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Point Counter Point

A NIGHT AT THE MOVIES

THE Kaiser Steel Corporation of Fontana, California, puts its annual reports to employees on a motion picture film, then shows it along with a Hollywood première at company-sponsored theatre parties.

Employee reaction to this kind of sugar-coated communication has been enthusiastic. Last year some 30,000 people—employees, their families and friends—saw the combined show. About 4,500 filled out comment cards: 97 per cent rated the show "excellent" or "good". And 34 per cent wrote comments like these: "Glad I came" . . . "Fine public relations" . . . "Thanks" . . . "Why don't other companies do the same?"

Most significant testimonial to the 20-minute annual report film's effectiveness was the overwhelming request in 1955 to see the film's running time lengthened. As a result, Kaiser doubled the time in 1956—now it runs 40 minutes. Employee reaction: 78 per cent said the increase in length was justified, 15 per cent felt it was still too short. Only 7 per cent said it was too long.

The Kaiser annual report film itself is unusual in that it avoids dry financial statistics like the traditional cutting up of the income-dollar pie. Instead, the film is folksy, deals by name with personalities of management, workers, and union leaders alike. It puts its emphasis on how company buildings and equipment combine with employee skill and effort to increase both productivity and efficiency.

Cost of the annual report film was a little hard to pin down since Kaiser at the same time was shooting other films for its sales department. But professional rates (and this film was done by a commercial studio) run about $1,100 per minute. Theatre party expenses (including crackerjack for everybody) averaged 50 cents per attender. And the public relations department spent another $250 on publicity posters.

Which, to continue in a folksy vein, is all very fine and dandy. But all this expensive cajolery merely to get workpeople to take an interest in their own firm's budget is carrying communication to the realms of featherbedding, even though it does produce the desired result. The day could well come when some managements will have forgotten that employees have obligations as well as rights.

A Kaiser Occasion

Employee bait "a full supporting programme".

GLOBE-TROTTERS

IT is as welcome as it is surprising to learn of an international organisation with social-cum-economic connections poking fun at that now most venerable of institutions—the conference. That the satirist in this case should be no less an august creation than the European Productivity Agency, itself by no means averse from conferences, and that it should tip its barbs with something approaching humour is in fact cause for wonder.

However, it is all there in the issue of

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Point Counter Point

European Productivity for November/December, 1956. The lead article, entitled "The Age of Conferences", tells us early on that the mania "may derive from the modern cult of team work which, alas, enjoys more confidence than the work of the individual". It goes on to say:

"*Yet anyone of a reflective turn of mind might think it odd that in this age of high productivity, when we measure so parsimoniously every working minute of a simple workman, we should be so generous with the ostensibly much more valuable time of conference delegates. We applaud an infinitesimal reduction in the manufacturing costs of a particular article and promptly spend millions on organising a conference without the slightest idea whether it will actually promote technical progress.*"

THE OLD FAMILIAR FACES

But this is only a beginning. The article goes on to tell us that when the "season" is at its height "conference follows conference—Deauville, Turin, Paris, Vienna, Rotterdam, Rome—with no regard for geography or the nervous strength of the delegates". And then:

"*We have become so used to seeing the same faces at all these conferences that it no longer occurs to us to wonder at the remarkably broad qualifications of the national delegate to the Positano Grand Conference on the standardisation of mineral water bottles, whom we heard two days before addressing the Restricted Commission of St. Laurent-du-Var on the diseases of ruminants.*"

The man in the street, says the article, can hardly be blamed for sniping at these globetrotters; indeed we all may justifiably deplore the fashion which impels an organisation in Salzburg to convene a meeting in Santiago di Chile, the pretext generally being "the special interest taken by the host country in the problems to be discussed by the Conference".

The writer is aware of course that there are exceptions. He concludes nevertheless that "truly scientific conference management is still non-existent and experts in this subject would be a valuable addition to the staff of international organisations".

Almost by way of footnote, he would undoubtedly be interested to learn that in Britain an Institute of Conference Management was formed at Harrogate in October of last year. I am told that, despite teething troubles, it promises to be a very virile organisation.

DOT TROUBLE

WHILE on the subject of conferences, I attended one recently at which there was a discussion on communication. One delegate told a true story about a worker at a certain factory where men on a certain production line were paid a bonus of .15 of a penny per product completed. This rate was increased to .2 of a penny and the worker concerned complained to the personnel manager that his bonus rate had been reduced. In evidence he brought out his work-card.

For a few moments the personnel manager was nonplussed. Then inspiration came. He took the man's card and altered it to read .20 of a penny. The plaintiff went back to the workshop well satisfied. But it is a weakness shared by many, including the eminent. Winston Churchill's father, when he was Chancellor of the Exchequer, claimed never to be able to understand what he contemptuously called "these damned dots".

THAT MAN AGAIN

LORD RANDOLPH CHURCHILL once observed that the working classes and the aristocracy would always unite in their love of sport or immorality. Leaving the subject of immorality in tactful obscurity, and translating Lord Randolph's two classes into those of management and labour, the aphorism contains a profound truth. The head of an undertaking who owns horses or excels in an amateur golf championship or drives a racing car is already half-way to winning the respect of his workers. Of course it is useless for him to expect popularity from these pastimes if at the same time he treats his workers high-handedly; but to treat his workers well is not by itself enough. (Sir Frederick Hooper.)

PORTRAIT OF A MENACE

Discussion Leader writes:—

IN the December issue of this journal we raised the question of accident prevention. I said there that "certain physical and emotional states appear to go with a high susceptibility to accidents". Some encouraging preliminary results on what constitutes an "accident-prone" personality have emerged from a recent pilot study directed by Dr. Jenkins, Professor of Psychology at New York University.

For the past 15 years his research workers have been attempting to isolate personality factors leading to accidents by studying a group of production employees half of whom had a history of repeated accidents and half of whom had not. These findings suggest that some common personality traits make for accident proneness in people engaged on widely different types of production jobs. People prone to injury are more distractable than safe employees. This distraction can be caused by readiness to talk, by events going on around them, or by their *own thoughts, day dreaming or musings.*

Accident-prone people are also more inclined to take risks than safe people, more ready to make embarrassing remarks, and more ready to break minor rules and regulations. They are less co-operative, and more inclined to act

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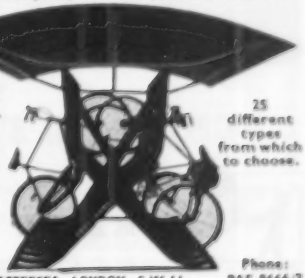

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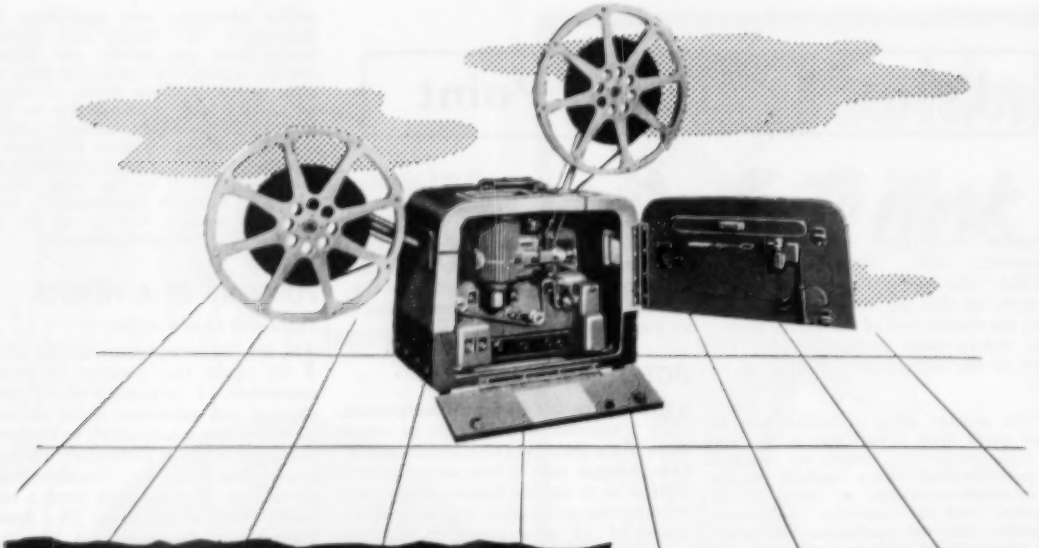

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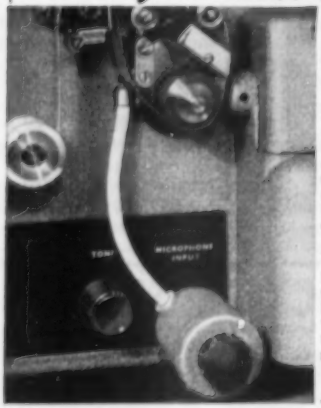

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Point Counter Point

differently for the sake of appearing non-conformist. They are more thick-skinned than their safe brothers, and less likely to feel guilty or ashamed of their own actions, and are also less sensitive to pain. They have more self-confidence than have safe workers (although this self confidence may not be justified by their performance). They need to feel and act as though they are superior to others and in such a way as to attract attention to themselves.

These personality traits possessed by the accident-prone personality indicate a lack of maturity so that the broad conclusion of this survey is that accident proneness is closely linked to emotional immaturity.

The next problem is to develop a method of discovering these accident-prone people before they do harm to themselves and others. Do you have any experience of this?

THE MINISTER GIVETH—

DURING the past three years nearly 400 instructors and foremen from industry have taken the Teaching Methods Course run by the Ministry of Labour and National Service (primarily for its own technical staff) at the Technical Staff College at Letchworth.

So much satisfaction has been expressed by firms who have seen the courses in operation that a number of "sandwich" courses have been provided especially for industrial supervisors. These are held when the College is not being used for training the Ministry's own staff, 5,000 of whom have passed through Letchworth since it was opened in 1945.

Letchworth. Tuition takes place under workshop conditions.

The courses for industry are free but firms of course have to pay for their trainees' travelling and living expenses. Tuition takes place under workshop conditions and is designed to give instruction in teaching methods under what is described as an "industrial atmosphere". Previous training in teaching methods is not essential though, says the Ministry, "it helps". Firms interested should write to the Ministry at their Training Department, Ebury Bridge House, Ebury Bridge Road, London, S.W.1.

This is but one of the numerous ways in which the Ministry of Labour has happily far outgrown its original purpose —so much so in fact that the case for a separate Ministry—let us say of Manpower Development—becomes stronger all the time.

—AND TAKETH AWAY

THE "Word of the Year" for 1956, amongst the general mêlée of people and events in which the popular press delights, was undoubtedly "redundancy". It has been upon more lips and has chilled more hearts than any other (including that notorious word "automation" to which it has so often, misguidedly, been attributed).

When a man discovers he is not only dispensable but finally redundant, the one hopeful sight on his bleak horizon is the local labour exchange where he can expect help in finding another job.

But, it appears, even that consolation is to be denied to many men and women by the Ministry of Labour's latest review of employment exchanges which threatens to close a number of offices in rural, heavily populated and industrial areas.

Commenting on this development, the journal of the Ministry's Staff Association, *Argus*, states: "Once again the contact of the department with the community it serves is to be weakened, and yet the work of the department depends essentially on such close contact." It was in August last year that the journal reported complaints that while the Civil Service as a whole was to be cut by only 2½ per cent (as part of the government's internal economy drive) the Ministry of Labour was to suffer a disproportionate cut of nearly 10 per cent.

But if no one cares for the service, who is there left to care for the unemployed? Industry is committed to the relentless law of supply and demand, and even a personnel manager can give little more than sympathy.

PETROL ECONOMY?

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A Model Health and Safety Blueprint Defeats the Dust Menace

How Britain's largest steel casting foundry is successfully fighting the dust menace with a programme based on the infinite capacity for taking pains.

By ROBERT McKINNON

ONE encouraging proof of the growing attention being paid these days to personnel management and welfare is that the journalist dealing in such matters has to search ever more assiduously for the outstanding case history. When thousands of firms can boast model set-ups, he is understandably hesitant about boosting any one of them as a shining example lest he triggers off some comment about teaching one's grandmother to suck eggs. "When everybody's somebody then no one's anybody", wrote W. S. Gilbert; and much the same thing, we are glad to note, is happening today in the world of industrial welfare.

Even so, there are exceptions. First, there is the firm that attracts attention because its approach is bold and original. Second, there is the firm that comes into the limelight because it happens to be doing some simple thing that no other has thought of. And, third, is the firm that commands notice on account of its painstaking attention to detail.

Into this last category undoubtedly comes F. H. Lloyd & Co. Ltd., James Bridge Steel Works, Wednesbury, who have the largest steel casting foundry in Britain and, possibly, in Europe. In three more respects the company claim that its business is unsurpassed: in its plant, laboratory and labour-saving equipment, in its craftsmen over 200 of whom have been with the company for more than 30 years, and in its welfare services which, say the company, "combines with modern industrial techniques and the skill of three generations of craftsmen to make a Lloyd's casting a piece of fine engineering, flawless and reliable, exactly true to the specification it bears."

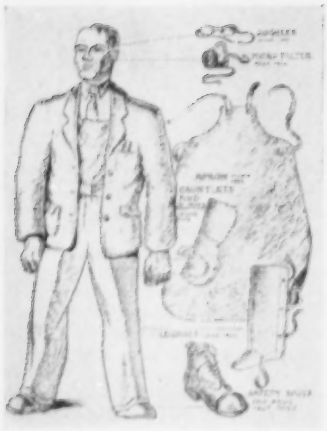
Lloyd's, who employ a total of 1,900 workers, certainly do have a fine welfare system ranging from angling amenities to a first-class pension scheme plus, as it were, all the trimmings in between. But it is their health and safety measures which are of special interest for these can indeed be taken as a model for any company in a similar line of business.

Dust is the major hazard of the founding industry and by persistent propaganda and other means the company has gradually educated its employees, particularly those in risky jobs, that the safest method of preventing the inhalation of dust is to wear a respirator. To that end, all those in jobs demanding respirators are issued with two, so that one can be cleaned and disinfected whilst the other is being worn. A metal dust-proof box is provided for each respirator.

Lloyd's in fact have set up a special Respirator Cleaning Department where more than 300 respirators are now cleaned and disinfected daily after each shift. This, together with the cleaning of shot-blast hoods and hydroblast cowls, keeps four women busy for five and a half days each week. Cleansing and disinfection is carried out as follows. Every separate part of the respirator is removed and washed in soap and warm water, swabbed with weak antiseptic (1 per cent Cetavlon) and dried. The old filter-pad is discarded and a new one inserted. All parts are examined closely for faults or undue wear, and replacements made where necessary, special attention being paid to the exhale valve and elastic head-harness. *The company points out that employees are very quick to express their appreciation of this service.*

The hazards of dust created chiefly by moulding sand are attacked in another way as well—by machinery. First of all,

Lloyd Respirator Cleaning Department gives a service which is very highly appreciated by the employees concerned.



Lloyds say it with a picture to put across their protective clothing service effectively.

dust and fume extraction plant is fitted on to the electric furnaces. In the foundry proper, the moulder's job has been made easier by the presence of the *Speedslinger*, a special American machine which has a ramming capacity of one ton of sand a minute. And in the fettling shops where the casting goes from the foundry encumbered with surplus metal and encrusted with spent moulding sand, Lloyd's have installed a range of powerful fettling devices. Among these is the Hydroblast (see front cover) that shoots a jet of water and sand, under a pressure of 2,000 lb. per square inch, into every nook and crevice of the casting, literally blasting it clean. Other equipment includes a number of wheelabrators among them a 90 in. by 60 in. tumblast wheelabrator (the largest in Britain) and the largest wheelabrator room in the world (size 30 ft. by 20 ft.). There are the Mason Glove for extraction at the point of the dressers' chisels and powder washers that spray the casting with white-hot iron dust melting the sand into a slag that is easily stripped off. In addition to all this, heating, lighting and ventilation are continually being brought up to date.

Safety Clothing Service

There are of course other hazards in the foundry besides dust and the company provides protective clothing for every job that demands it. Issued free are leather aprons, spats, gloves and hand leather, Hydroblast clothing, shotblast hoods, oilskins, goggles, respirators and Spencers (woollen jackets). Safety boots are on sale below cost price.

As might well be imagined, accident prevention is very much emphasised at James Bridge Steel Works. The duties of safety officer are shared by the personnel manager and the maintenance engineer, an arrangement that has worked successfully over a number of years. Since in fact this joint responsibility was introduced, a very close co-operation has developed between the safety officers, heads of departments, supervisors, workpeople and Medical Department. The result has been that investigations are made almost as soon as any accident occurs, *for the management has succeeded in convincing the workpeople that the object of these enquiries is to work out ways and means of preventing unnecessary suffering and injury—not to put somebody on the carpet.*

Details of all accidents, together with comments and advice from the personnel manager, are passed to the Department heads and foremen each week for information and action where needed. This method of keeping the foreman in the safety picture enables him to speak to the employee concerned which not only tends to reduce accidents but also to improve relationships between them.

So far, the measures taken on the shop floor have been discussed and under this head it is by no means irrelevant to mention that Lloyd's have installed vending machines for iced drinks in each Department. They report that employee reaction has been very favourable and the percentage of profits received by the company from the firm which installed the machines goes to the Works Benevolent Fund.

In an undertaking such as Lloyd's health and safety merge to the point where one cannot be distinguished from the other. It is not surprising then that the company's Medical Department should be a miniature hospital in itself and its major function the reinforcing of the anti-dust measures so scrupulously carried out in the works. The Department's activities embrace first aid and general medical services. Its staff comprises a part-time medical officer, a fully-trained sister/radiographer and enough trained assistants to ensure that the Department can be kept open 24 hours a day. There are rooms for the treatment of men patients, women patients, eye cases, X-rays, physiotherapy, consulting room, waiting room, medical store room, etc., all fitted with the most up-to-date equipment.

Treatment provided is of two kinds: preventive and curative, including medical examinations, special treatment of young persons, physiotherapy and chiropody. This last service, once a subject for ridicule, is very much appreciated especially by the workers whose jobs involve standing for long periods on hard stone floors. Infra-red, radiant heat and massage treatments are frequently given also.

Chest and Lung Care

But, as already mentioned, it is with the control of the dust menace that the Department is chiefly concerned. It is a condition of employment that on engagement new employees shall be X-rayed and clinically examined by the medical officer and declared medically fit before

Not a Klu Klux Klan storekeeper, but the woman who sees that the hydroblast cowls are in good order.

being finally accepted. Further repeat X-rays are taken at 12-monthly intervals except in jobs at risk when repeats are taken every six months or more often at the discretion of the medical officer. At the time of each clinical examination the medical officer tells the employee of his interpretation of the X-ray and in suspect cases he advises the employee of the action to be taken and that the employee's panel doctor will be sent all the details.

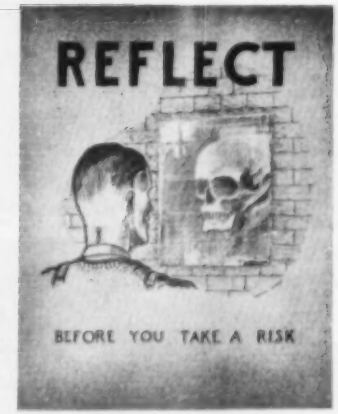
The X-ray rooms, consisting of exposure room and dark room, contain the most modern equipment. In the exposure room is a Philips' DX 4 generator rated 500 milliamperes at 85 KVP, consisting of a control panel, tube and stand and a vertical casette stand. Leading from the exposure room to the dark room is a Casette Transfer Chamber. The dark room has a complete development unit, store cupboard, film cabinet and X-ray plate drying cabinet. The equipment was bought primarily for chest X-rays but has since proved invaluable in injury cases as well.

Other Precautions

Another interesting feature of preventive medicine at Lloyd's consists of the measures taken against the common cold, a prolific source of absenteeism in industry as a whole. The company provides for sale at cost price in the canteen halibut oil capsules and other capsules; large

The company's medical department takes special pride in its eye treatment facilities.

quantities of these are sold, particularly during the winter months. In addition, offices are sprayed periodically with an anti-cold solution. Mention should be made too of the company's eye treatment service which some 30 small factories in the neighbourhood make use of, as well



Safety propaganda is at times gruesome, but it works.

as of course Lloyd's own employees.

Lloyd's also consider their baths service as part of the medical facilities. Near the medical block is a modest-sized but very modern building containing ten cubicle shower baths and four plunge type baths each with its own cubicle dressing-room, complete with stool, clothes cupboard and rubber mat. Every employee can use these baths but must first obtain a baths ticket from the Welfare Department. This entitles the holder to use the baths outside working hours as and when required. Clean towel and soap are supplied by the Medical Department.

Altogether, taking into account its various services, the Department has some 32,000 *attendances a year but of these injuries of all types account for less than* 10 *per cent.*

Apart from looking after the health and safety of its employees during working hours, the care of the injured and sick very often extends to their homes. There is a Sick Visitor who provides the management with up to the moment reports on the physical, mental and financial condition of employees off work through illness or injury and, based on these reports, benevolent grants are made at regular intervals. The amounts vary from between £5 and £20 according to the circumstances of each case. And if on return the employee is unable to follow his normal occupation, the company has not failed yet in placing him elsewhere. Some such cases, for instance, have even been trained for routine work in the laboratory after perhaps many long years in the fettling departments.

The measures taken to guard the health and safety of employees at F. H. Lloyd & Co. Ltd. have been described in some detail in order to give a fair picture of the amount of thought and effort involved in ensuring good working conditions in an industry where there is a more than usually pernicious dust hazard. The secret, it will be seen, lies in the infinite capacity for taking pains. But as the firm's personnel manager, Mr. J. S. Minton, pointed out to me, "Without our record of good personnel relations—an attitude built up over many years of being human but refusing to bend on matters of principle—we could never have secured the necessary co-operation of our workers."

HOW TO FIGHT THE DUST THREAT

1. *Make regular chest X-rays a condition of service.*
2. *Issue two respirators for dangerous jobs and set up a Respirator Cleansing Department.*
3. *Use dust extraction plant both for the workshop generally and at the point of work.*
4. *Persist with safety propaganda and make sure the foreman is kept in the safety picture.*
5. *Tell the workers that all investigations are undertaken to prevent suffering, not to put people on the carpet.*
6. *See that the factory has first-class baths and washing facilities.*

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HOW VISUAL AIDS CAN MAKE FOR TRAINING WITHOUT TEARS

At a recent Brighton conference, an E.P.A. team showed how training could be made easier and more effective through the use of visual aids. One of the delegates, a personnel director, sums up his impressions for *Personnel Management & Methods*.

THE majority of delegates attending this course (which was arranged by the Industrial Welfare Society) were directly concerned with training people at work, from salesgirls and accounting machine operatives to senior management. And though it seemed at first that everyone had different problems discussion was soon to reveal a basic problem common to all: *how to make training effective and training to the various grades concerned.*

It is in essentials of course a question of communication. None the less I realised almost at once that this EPA Visual Aids Team was opening up a completely new world to me, as in fact they have already done for personnel executives throughout Europe. We were shown in effect that no instruction need be boring and how the skilful use of visual aids can transform the tedious into the fascinating. Anyone responsible for the training of others will appreciate just how important that is.

With the advent of films and television the world is now naturally more dependent than ever on its visual sense. However, the fact was impressed on all delegates that this involves light, form, movement and colour and that sound and smell must also be taken into account. Talking or lecturing should reach the emotional as well as the intellectual make-up of the audience.

Too little attention has been paid to the correct use of colour. Colours may be said to have weight, some are receding and others are advancing; when seen in conjunction with one another they modify each other. Light shapes on dark surfaces appear larger than dark shapes on light. The proper use of colour on large surfaces, such as classroom walls and factory and office interiors, makes for atmosphere and good working conditions. If applied to small, two-dimensional surfaces such as drawings of human figures, objects, shapes and lines, they are used for contrast, mood and identification. In safety training the colours are not merely used for identification, but also as warning.

Again, however well designed drawings, models or figures may be, if they are not arranged in a definite and purposeful pattern they lose force. Whether the flannelboard, the screen, the chalkboard or newsprint is being used, the material on it should be arranged to create an

By W. R. R. BRUCE,
W. G. Grant & Co. Ltd., Dundee.

effect. Material starting in the bottom left-hand corner moving up to the top right-hand corner gives an impression of progress—development. Material starting at the top right-hand corner and going down towards the left gives an impression of regression—failure. Material arranged in a circular form usually gives a feeling of continuity, and so on.

There is, however, a danger of going "visual aids crazy". This was demonstrated at the opening session by the lecturers themselves who, besides using the dialogue method of address, employed flannelboard, chalkboards, newsprint, films, film strips, tape recorders and a view graph. In so doing they showed how easily the original aim could be swamped in a visual orgy.

Again, by way of demonstration, the same subject was given to the whole conference by word of mouth only. Subsequent discussion was to prove that there had been an attempt at communication but equally unsuccessful and frustrating.

Later the conference split into four groups each of which had to decide on a project and present it, using visual aids, to the rest of the delegates. Between them, the groups used the following: flannelboard, chalkboard, newsprint, role playing, playlets, tape recorders, amplifying equipment and models, and indicated where and when films and film strips should be used.

I have already mentioned that instruction should take account of the emotional make-up of the audience. Where the use of visual aids is concerned, it should be realised that trainee groups are liable to react in an unpredictable way to the various symbols employed. For example, a group of foremen may disapprove of being represented by coloured squares, or "pin men" or even by human outlines. Opinions may not be expressed, but it was pointed out that the full value of the instruction might well be lost as a result of this unconscious disapproval and resentment.

That most common of visual aids—the notice board—came in for brief discussion and delegates were urged to give special attention to its siting and layout. Various designs were suggested from single wall panel to free-standing double and concave and curved panels. Whichever design was chosen, the use of more colour and novelty was strongly recommended. After all, why should we slavishly stick to green baize? Another common visual aid, the flannelboard, was recommended particularly for talks on company organisation. A neutral flannel background should be used as vivid colours can then be used to striking advantage.

Yet it was stressed that there are no patented answers about the use of visual aids. It is entirely a matter of finding the right presentation to suit the people being trained. This can, however, best be decided by holding a preliminary discussion with a training representative, an expert on the subject and of course someone representing the management who have to put up the money.

Simple but Effective Training Aids . . .

NEWSPRINT AND CHARTS

PADS of paper, usually about 22 × 36 in., are mounted on a solid background, such as plywood, and fastened at the top by a clip so that the sheets can either be turned over or torn off. These are used instead of a chalkboard. These pads are often made of the paper used in printing daily newspapers, which is cheap and produced in large sheets.

One writes on these sheets with coloured chalks, felt pens, charcoal or other forms of soft crayon. With a little practice, almost anyone can create simple drawings by using matchstick figures or geometric shapes; with these, it is possible to obtain dramatic or precise results. Care should always be taken to make intelligent use of space. Good lay-out adds greatly to impact.

More complicated drawings can be made by throwing an image on to the newsprint from a slide, filmstrip, overhead or opaque projector. It is possible to draw over the projected image in black or in colours and to modify the design for special needs.

To draw a picture in front of the class the outline can be sketched in very faintly in yellow or blue crayon, which is almost invisible from the front row. The outline can be drawn over with a thick crayon in front of the class.

The sheets can be turned over to a clean sheet or to a prepared drawing. They can be turned back to an earlier sheet for reference. Tracing paper or transparent plastic sheets can be put over the newsprint to show additional details. Parts of the drawing can be cut out so that they can either cover up or reveal additional material underneath.

Everything which can be done with newsprint can be done more permanently and more professionally with prepared charts. Many professional chart makers include too much information or too much detail.

Newsprint has the advantage over the chalkboard that the speaker can keep his sheets, file them and refer to them afterwards. In this way, he can analyse his presentation and improve it. He can also reproduce material he has used successfully as prepared charts. The sheets can be hung up so that participants can revise or discuss their contents.

A series of charts mounted on a stand, so that they can be turned over in a given order, are known as flip-over charts. These can be very useful in developing a theme and can be used in the same way as a filmstrip.

Flash cards—which are shown for a short time at the psychological moment—have to be designed dynamically so that their contents can be quickly absorbed by an audience.

There are various forms of "window charts". These are rigid or semi-rigid charts, with holes cut out, behind which are mounted strips or discs containing additional information so that they can be turned round or moved to reveal their contents.

THE FLANNELBOARD

A TIGHTLY stretched piece of flannel, felt, or almost any rough-surfaced fabric on a firm background, can be used to develop stimulating presentations, because cut-outs or models, backed by sandpaper, flannel, lint, velourised paper, or the rough surface of hardboard, will adhere if put on the cloth with a slight downward movement. The rough surfaces of both the model and the cloth engage. Flannelboards can be supported either vertically or at a slight angle, as a blackboard on an easel. The flannelboard is valuable when an idea, mechanism or organisation has to be built up, or when some parts have to be taken away while other possibilities are discussed or developed.

CHALKBOARDS

THE blackboard—or chalkboard—is one of the oldest and most valuable of teaching aids. Many teachers prefer green or grey or other coloured chalkboards. Grey is especially useful as it can be used for projection. The board should be used as a frame and the lay-out of any presentation carefully worked out to fit its surface. White or coloured chalks can be used to create interesting and colourful presentations.

The chalkboard is often misused. If its surface is shiny, it is invisible at certain angles because of reflected glare. Often teachers rub out part of the writing or the drawing and "vignette" a new piece of information in the midst of material which has already been used, and which is now irrevelant. Rubbing out should be done carefully in regular strokes so that there are no clouds or other distracting effects.

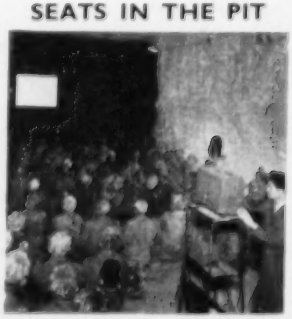
Writing should not only be large and clear, but the thickness of the strokes should be bold enough for the room. It needs practice to make adequate drawings on a chalkboard, but the time spent in learning is never wasted. It is possible, if complex plans or drawings have to be made on the board, to put up a very faint outline before the class begins and to cover this with thicker strokes while talking.

A disadvantage of the chalkboard is that one spends a lot of time turned away from the class. There is also no record of material used for reference or analysis. It is impossible to refer to material on the chalkboard for revision. Even if it is left up, it is often removed by other users of the classroom.

TAPE RECORDERS

THE tape recorder, and other methods of recording sound, can be used for a large number of training situations. Discussion can be recorded at the beginning of a session and played back at the end after discussion has changed people's ideas; telephone conversations may be recorded; typewriting rhythm may be recorded; different dictation techniques, the voices of instructors can be put on tape, either with or without their permission, and then they can be given an opportunity of judging the effectiveness of their diction. Messages from people who are unable to attend conferences can be recorded and introduced by the leader; this gives the impression that top management or special experts are taking a personal interest in the group.

SEATS IN THE PIT



Visual aids are found in the most unexpected of places, as for example this "cinema" 800 feet below in the anhydrite mine at ICI, Billingham.

We sum up our review of Dr. Jacques' theory of salaries and wages with some of the arguments against it. Even so, our correspondent points out that the theory constitutes a valuable starting point and that if we understood why we are paid what we are much industrial strife might be avoided.

How are Salaries and Wages Really Determined?

By T. HUGH BEECH, M.A.

TO get the general perspective of Dr. Jacques' time-span theory of salary determination within the confines of a single article, we concentrated last month on the main idea to the exclusion of offshoots. Before going on to criticise the concept a couple of these should be mentioned.

First, the three D's: Dirt, Discomfort and Danger. Dr. Jacques has found that if any of these three elements exist in a job there will be appropriate payments beyond the wages justified by the time-span. The three D's are the only exceptions he has found as yet to his theory that time-span is the single salary determinant.

Applying the theory to manual workers at the lower end of the salary scale he has, however, run into difficulty in measuring the shortest time-spans sufficiently accurately to tie in completely with the appropriate salary differences. Here he has recourse to a related concept—the Damage Avoidance Factor.

While time-span is the *time* it takes to notice your discretion is just sub-standard the D.A.F. is the financial loss your employer suffers before noticing a similar aberration on your part. At the risk of repetition, we must stress that it is assumed that you are not failing to do satisfactorily the things prescribed to be done; it is your discretion in acting outside what is laid down by rule or training that is at issue.

An increase of time-span by 7 times from 1 day to 1 week apparently only rates an increase of salary of 20 per cent, while doubling the span for 5 years to 10 years brings double the salary. One might expect, therefore, that the time-span would be a more sensitive measure of salary at the low end than at the high end, rather than the reverse.

The D.A.F. Factor

However this may be, the damage avoidance concept is an interesting one. As the D.A.F. is expressed in the same units as salary (i.e. money) it lends itself to theorising on their numerical relationship. The interesting idea is put forward that the earnings per time-span period expressed as a percentage of the resources controlled within the period (another way of looking at the D.A.F.) may be equal to the ruling rate of interest payable on money borrowed for the purpose of the activity involved. Although such a direct correspondence has not been proved, such comparisons as have been made show the percentage to be of the same order. Even if one may see no apparent reason for an identity of the two "rates", it is not surprising that they should show linkage. In the film industry, for instance, a high rate of interest is usual because of the high risks involved. High salaries are to be expected, and are paid, for the same reason.

Why does Marilyn Monroe command her fabulous salary? Contrary to public opinion, it's her *time-span* measurement that is outstanding! In fact the film industry shows in vivid terms how the time-span idea works out; the public taste is fickle, but the production of a film is a long and expensive process. Further, it needs not one but several relatively unsuccessful films to determine when a star has passed his or her box-office prime.

Meanwhile, the D.A.F. (used here at the top rather than the bottom end of the scale) has mounted to an astronomical figure. So we have the Siamese-twin ingredients of high salary: several years time-span, D.A.F. up in the millions of pounds. Furthermore, the box-office potential of a film star, or any top-liner in the entertainment profession, is based almost entirely on discretionary elements and not on the obeying of rules.

To button it all up, the industry is a notoriously risky one and hence brings a higher ratio of salary to "resources controlled" or D.A.F. Having said all this, I think Dr. Jacques would still find some difficulty in explaining the last two digits on Marilyn's figure *purely* on time-span principles.

Which brings me back to a more down-to-earth criticism on methodological grounds. I gather that the major

part of the investigations, particularly those whereby salaries have been predicted from a study of the job and discussions with the workers, has been carried out by Dr. Jacques personally.

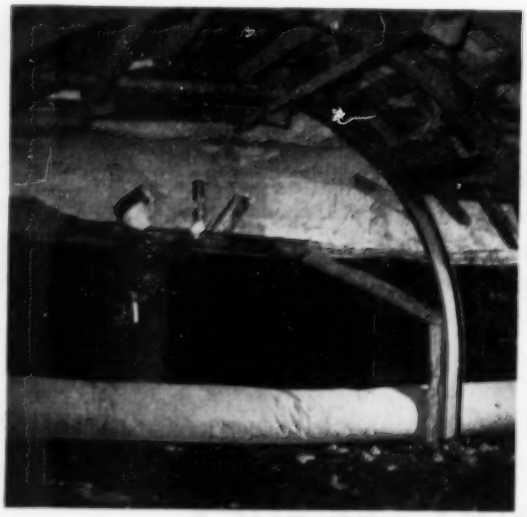
Let us suppose for a moment there is nothing in the time-span theory at all, making what the statisticians call the null hypothesis. Here we have a man, obviously with an acute brain and highly developed senses of perception, spending dozens, probably hundreds, of hours talking with people in their workplaces, observing their behaviour, their actions and reactions—and also, unavoidably, the clothes they are wearing, the furnishing of their offices, the diaries on their desks, etc., etc. Without any theory whatever, would not such a man, concentrating over a long period on such a task, be likely to produce very good estimates of the salaries of the "patients"? As different eventualities occurring in a job with greater or less frequency must involve different time-spans (or danger avoidance factors), in writing down the time-span there must inevitably be some mental averaging by the observer.

Now mental averaging is always a dangerous process for the statistician trying to establish or disprove correlations. And in a case such as this, we have the paradox that the more acutely perceptive and the more experienced the observer, the greater will be his difficulty in avoiding having his averages influenced, subconsciously but none the less inevitably, by observations of environmental character irrelevant to the time-span itself. I am sure Dr. Jacques must be aware of this problem and it would be interesting to know what steps he takes to overcome it.

Matter of Detection

Another line of criticism that may be made arises out of the fact that both time-span and danger avoidance factor rely on detection of something wrong by the next person up the chain, either by direct observation or by reports from customers or colleagues in other departments. *It would appear, therefore, that they are influenced not only by the performance of the worker but by the efficiency of the supervisor.*

In a firm with lethargic management, for instance, one would expect to find time-spans right down the chain of responsibility higher, *for the same standard of discretion*, than in a firm carefully organised with highly efficient control at all levels. It would simply take longer in the first firm for the same person, doing the same job, to get found out. Maybe the answer is that in the first firm the time-spans are larger—and so are the salaries. One can think of examples where this is plausible but others where it is not.



Dirt, Discomfort, Danger! If any of the three D's are present in a job, there will be payments beyond the wages justified by the time-span.

The fundamental point needs clarification; is the time-span purely a function of the job, or is it also a function of the supervision as well? And if the latter is the case, and inflation of time-span due to poor supervision can occur, how is this reflected in the relation of salary to time-span?

These are points of technique. We now come to a more fundamental matter which comes to mind on reading "Measurement of Responsibility".

Pervading Elliott Jacques' work is a sense of an almost Marxist "inevitability", a faith that "time-span" is the whole story—though he is careful to point out that with a few exceptions the experimental work on which it is based is confined to a single firm. It might not necessarily apply elsewhere. Nevertheless, such evidence as he has of the application of the approach to situations in other firms has not led him to suspect any lack of generality.

If the firm concerned were a random sample of industry, it would still be dangerous to infer that results obtained in one firm apply to all—a sample of one does not appeal to statisticians—but another factor must be mentioned. The Glacier Metal Company, which has been the source of the material studied and which has so generously permitted the publication of the findings, can by no means be considered a typical firm. In fact, it is probably nearly unique in important aspects. There has been a

"In a firm with lethargic management one would expect to find time-spans right down the chain of responsibility higher, for the same standard of discretion, than in a wide-awake firm. In other words, in the first firm it would take longer for the same person doing the same job to be found out."

feeling that the interests of the employees are given too much emphasis in relation to the interests of the shareholders. Dr. Jacques himself is, in fact, working as consultant on behalf of the Works Council of the firm.

In view of the extremely progressive management and organisation, one can scarcely agree that the salary structure and attitude of this firm will necessarily *be found to exist in industry in general.* This factor must sound a note of caution, though one may reasonably expect that wider investigations will confirm the general conclusions, subject, possibly, to modification in detail.

Many may feel that though there may well be something in this "time-span" business, it can't explain everything. Supply and demand, qualifications and experience and so on, must also exert their respective influences. Dr. Jacques deals with these points by what may or may not appear to be circular reasoning.

For my part, I prefer to postpone judgment. It can, I think, be reasonably held that qualifications and experience do not have a direct influence on salary, surprising as this may seem. They do influence potential time-span development, however, and therefore affect salary progress indirectly. But if their influence is admitted at second-hand as it were, why cannot we "jump" the time-span link and concede that they do in fact in themselves influence salary? There can be no categorical answer to this question.

Problem of Measurement

The problem of what determines salary is, as we said at the start of last month's article, primarily a problem of measurement. If qualifications, experience, ability and time-span could be measured in standardised and universally agreed units after the manner of physical qualities, it would be a relatively simple matter to establish once and for all the contributions of any or all of them to salary commanded. So far time-span alone seems to offer hope of reasonably standardised measurability and furthermore a good correlation, in the light of results to date, with salaries paid.

The next step would appear to be to improve its measurability further by the study of the possible distorting factors mentioned above and the training of time-span investigators. It would appear useful in this connection if a handbook of actual case histories that Dr. Jacques has studied could be compiled so that we can get some uniformity in the mental averaging process whereby a single time-span figure is arrived at from a job considered in all its aspects. Such a compilation would also, no doubt, lead to a clearer conception of what standard of discretion we are to regard as *just* sub-standard.

The purpose of these two articles has been, first, to set out the main elements of the time-span theory of salaries and, second, to point out a few possible lines of criticism with a view to provoking thought on the aspects of the subject that still seem in need of clarification.

A line of thought that has been put to me several times may be roundly expressed as "O.K., so time-span determines salary, but what of it, where does that get us?"

"Dr. Jacques would still find difficulty in justifying Marilyn's salary purely on time-span principles."

Need for Understanding

Apart from the theoretical value to sociologists and economists of a proper understanding of the principles underlying salaries, *one very practical virtue of such an understanding should be the possibility of a reduction of industrial strife and unrest.* As it becomes possible to adjust salary and wage levels on a scientific basis there is at least some prospect that disputes might be less frequent and conducted with more logic and less heat.

Another possibility, if the time-span theory becomes fully developed and confirmed, is that industrial efficiency may be improved by the optimisation of the distribution of time-span within an organisation; educational techniques also might be influenced by the idea of development of potential time-span, if this is the trump quality that society needs.

Finally, the 64,000 dollar question. How do I set about increasing my time-span capacity, the only route open to me for increasing my salary to keep pace with inflation? Over to you, Dr. Jacques!

"If qualifications, experience, ability and time-span could be measured in standardised and universally agreed units after the manner of physical qualities, it would be a relatively simple matter to establish once and for all the contributions of any or all of them to the salary commanded."

Management News & Ideas

New Bill To Stop Heat Loss Hits At Industry

INDUSTRIAL firms with buildings not insulated to minimum standards laid down by the Ministry of Power may incur penalities of up to £500 (or £50 a day) if a new Bill becomes law. This *Thermal Insulation (Industrial Buildings) Bill* was recently introduced to Parliament by Mr. Gerald Nabarro, M.P. for Kidderminster, who has been for a number of years one of the chief protagonists in awakening the public conscience to the needs for clean air and fuel efficiency.

The Bill provides for all industrial buildings erected after the beginning of next year to be thermally insulated, and for compulsory insulation to Ministry of Power standards of *all* industrial buildings in use after an appointed day in 1961. Local authorities will be responsible for enforcing the regulations.

Mr. Nabarro intends the Bill to be complementary to the Clean Air Act and claims that proper insulation can save 25 per cent of the fuel used for raising steam in a heated factory. The National Industrial Fuel Efficiency Service has stated that about 6,000,000 tons of coal or coal equivalent (the yearly productive effort of 20,000 miners) was being lost because of the failure to insulate industrial buildings.

Last year out of 40 million square feet of new industrial building erected only 10 per cent was insulated. Urging the need to use our existing fuel resources with the utmost efficiency, Mr. Nabarro added: "That is not the case today in industry."

Weather Eye Open

NEWTON CHAMBERS & CO. LTD., of Thorncliffe, near Sheffield, have for some time past been operating a very successful fuel economy drive in which everyone has co-operated. The idea is to tide over the current oil shortage whilst ensuring that during normal working hours heating will be available as needed.

Apart from the co-operation between the people on the shop floor and the Central Boiler House, the company is also in constant touch with the R.A.F. Station at Bawtry which supplies weather forecasts. As a result boiler house attendants have nightly instructions forewarning them of any expected sudden drop in temperature.

Management Merger

A WORKING plan for the "complete integration" of the two institutes devoted to the improvement of management practice in Britain is outlined in a letter circulated to members of the British Institute of Management and the Institute of Industrial Administration. The letter, which is signed by the chairmen of the councils of both institutes, states that proposals put forward by a joint formation committee have already been approved by the two councils. It is hoped to bring the integration formally into effect on April 1, 1957.

The two institutes have been working in close association since 1949 and under a formal agreement concluded in 1951 the IIA has acted as the "professional wing" of BIM. "During that time," states the letter, "it has been increasingly obvious that complete integration of the two into one institute is the proper way of doing the job for which both were founded." It is proposed that the name of the integrated body shall be "The British Institute of Management". The name of the IIA will remain registered to prevent its use by any other body.

Gas Triumph

MORE than 10,000 industrialists visited the "Gas at work in Industry" exhibition during its recent ten-day run at the Royal Horticultural Hall, London. The exhibition was a triumph of detailed planning over physical difficulties, not the least of which was the transport problem created by petrol rationing.

Work Study Sandwich

WITH the intention of providing a better service for industry the industrial engineering department of the Loughborough College of Technology has announced some important changes in the work study courses which they offer each term.

The two-day course in Management Appreciation and the one-week course in Staff Appreciation remain as before, but from the beginning of the summer term in May this year the main ten-week course for the training of practitioners will be available in two forms—as a coherent whole, and sub-divided into six self-contained courses.

The latter will be offered as follows:—

(1) Work measurement, time study, synthesis, etc. (3 weeks); (2) Work simplification, method and motion study (3 weeks); (3) Production Planning and Control (1 week); (4) Specialised Applications of Work Study (1 week); (5) Simplification, Standardisation and Specialisation (1 week); (6) Communication, Motivation and Men (1 week).

This arrangement will overcome the difficulty often experienced by companies in releasing trainees for ten consecutive weeks by providing facilities for study on a "sandwich" basis. It is also hoped that the one-week courses will appeal to firms wishing to broaden the outlook and knowledge of their executives.

Top Level Streamline

THREE separate conferences on management principles and practice are being organised this spring by the British Institute of Management. Each of them is designed to bring to an important industrial area of Britain a cross-section of the best national resources of knowledge and experience in management subjects. Their themes relate to management's responsibility for planning ahead and for speedy implementations of policy. Dates of the conferences are 22nd-24th March, Southport; 5th-7th April, Droitwich, and 3rd-5th May, Gleneagles.

At Southport, under the general heading "Speeding Management Decision", subjects for discussion include "streamlining organisation", "selecting the right man for the job" and "developing managers for speedy and efficient decision-making." Mr. E. Fletcher, secretary of the production department of the Trades Union Congress, will speak on "Trade Union reaction to industrial change".

Pause For Breath

THE completion of their post-war extension programme was marked recently by Electrolux Ltd. with the opening of a new suction cleaner factory at Luton.

The total floor area is 70,000 square feet and there is a clear height inside the factory of 14 feet. The whole of the roof is insulated against heat loss, further achieved by the use of vertical glazing throughout. The glass is clipped by means of spring beads into frames of pure aluminium which require no painting, thus helping to reduce the problem of maintenance.

The plating and polishing shops have acid-resisting floors with a comprehensive plant for the extraction of fumes and dust. Natural ventilation is provided by 5 feet high vents up to 30 feet long, opened electrically by telescopic control gear, press button operated.

Clocking-In NOT Infra Dig....

NOR ON THE WAY OUT, SAY MANUFACTURERS

I WAS interested to read the article in your February issue referring to the experiment being carried out by a Midland firm in connection with "Clocking-In". It would be more accurate to substitute for the expression "Clocking-In" the words "visual time recording".

According to recent Board of Trade returns, there is no evidence to support the opinion that time recording is on the way out. Statistics show that the number of time recorders sold annually for new installations and replacements of old installations increases year by year.

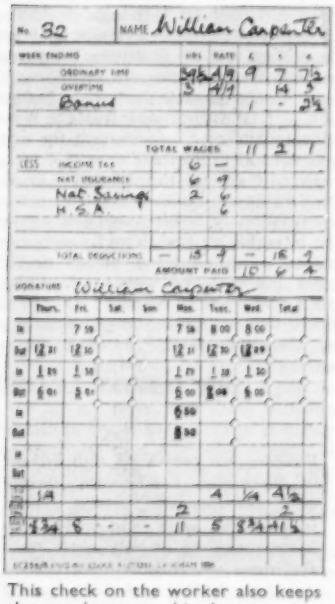
The implication that time recording is *infra dig* is nonsense. The individually printed record produced by the hourly paid operator is nothing more than his statement of account. Just as any business house submits a monthly statement to cover goods supplied, so an hourly paid worker submits his statement weekly for wages due.

The fundamental difference between the submission of a hand-written time record and that of a printed time record is that the latter reduces the possibility of human error and ensures a uniform standard of fairness to both hourly paid employees and the employer.

The possibilities of human error by misinterpretation of the written time are eliminated and where minutes are important to both employee and employer, the printed record taken from an accurate and synchronised time recorder is of paramount importance. The question of "honour" is not for employees only—it is just as important that employers should be honourable.

When it is considered not good for the dignity of typists to press the keys of a typewriter to produce monthly statements, only then will I agree that it is not good for the dignity of hourly paid workers to operate time recording clocks.

Yours faithfully,
T. JOHNSTONE,
General Manager,
English Clock Systems.



This check on the worker also keeps the employer on his honour, says a reader.

* * *

Sir,

IN your February issue, under "Management News and Ideas" it is said that "clocking-in" is on the way out. Our order book hardly bears this out. Just the reverse. It is probably true to say that for every employer who experiments with abandoning clocking-in, ten decide that the time has come to adopt it, whilst thousands not merely continue but expand its use.

We, in Blick, believe most strongly in the importance of good relations between management and workers and in fostering a good team spirit. We hate the typically Prussian and un-British idea of a Class War (Marx who invented this theory was, of course, a Prussian and it is a typically Prussian concept).

But surely the old arguments for time clocks still apply with equal force. If time clocks ought to be abolished, then the law which forces grocers to use weighing-machines ought to be abolished. This law is derogatory to the grocer. It denotes a most unbefitting lack of trust in his honesty.

Petrol rationing should also be abolished. The public should be put on its honour not to use more of scarce commodities than is absolutely essential in the community interest.

Now the generally agreed facts are that, whilst the great majority of citizens —whether workers or bosses—are very law-abiding and public spirited, there are always with us a few who are not.

And it is those few who are not, who create the necessity for all the checks and safeguards with which life is surrounded.

The grocer sells butter by the pound and he raises no objection to letting you see that he is, in very fact, giving you your money's worth. It does not make him feel ill-used or untrusted that the law demands that he do so. Nor do you nor I kick up a fuss if a ticket inspector asks to see our tickets—though the implication that we may be travelling without a ticket is an extremely rude and derogatory one.

The hourly worker sells his services by the hour and he should surely have no more objection to letting his employer see that he is giving him the correct measure than the grocer—who is, or may be, a boss and not a worker.

In Britain no one is absolutely trusted. From the highest to the lowest there are checks on all of us. And it is this approach to a difficult human problem that has made the British way of life a model to so many other nations.

Human nature is frail—whether we be kings or countrymen, bosses or workers—and to guard the community against this fact we must none of us be given too much power. We must all submit to such derogatory and unpleasant things as income tax inspectors, factory inspectors, ticket collectors, weighing machines, audits, time clocks and all the hundred and one ways in which the power of each one of us is, in fact, curtailed.

Yours faithfully,
Blick Time Recorders Ltd.,
OSWALD MOOR,
Managing Director.

Ability—Not Age

Sir,

I WAS very interested in the item "Ability—Not Age" in your December issue. There are far too many directors and executives who make a big mistake in stipulating age limits for positions. Hundreds of advertisements specify "Age 23-30" or "Age between 30 and 40", etc. Why fix a limit at all? Surely it is a question of filling a position with the most suitable person for the job.

From my experience as a business executive and also as a management consultant, I would omit any age limit altogether, and if the most suitable applicant was either 35 or 55 it would not matter in the least so long as the person was physically and mentally fitted for the job. In some cases I have found men over 50 not only mentally and physically alert, but able to get through more work than younger men.

Generally speaking, the younger man will be more ambitious and keen to make headway; he is more receptive to new ideas; he is more energetic, and he can be expected to give much longer service.

Against this, the older man had his training at a time when competition for jobs was much keener and when one had to work harder; his accumulated experience and knowledge enable him to make decisions more quickly. He is less likely to leave than the younger man of today who tends to move from job to job for better money despite the much longer career in front of him.

The obvious conclusion is to forget age and employ the person most suited to the job by his knowledge, ability, and general fitness, and whichever wins, then the management and candidates can be satisfied it has been a fair deal.

Yours faithfully,
F.D. (Bucks.).

Lifemanship in the Managerial Arena

Making the Junior Executive Feel at Home

DO you remember the problem described in the January issue which confronted a workman who had been promoted to be a foreman and was wondering if he should sever some of the bonds with his old card-playing associates still "on the clock"?

A fellow foreman has written with some sound advice. He says:—"I think you could approach the subject from a different angle. You should try to look at your promotion as entitling you to make new friends and closer associations with another set of people—the other foremen and middle management in your factory. Do you now sit with some of them at meal times in the canteen, for example? As your circle of new acquaintances grows, I think time will help you to sort out the old and the new."

I think myself that individual undertakings can do a great deal to ease the path of the upward rising executive, especially when he takes this first step from the ranks towards management. One company I know, for example, has a very active and flourishing Supervisors Association to which all ranks of junior and middle management belong.

The elected officers of the Association arrange programmes of activities and meetings which include talks from other members of the company on the work they do. Speakers from outside organisations are also invited. Recreational facilities of all kinds are available and the Association forms a very useful organisation which top management uses for consultation and for describing some of their difficulties and explaining and outlining future company policies. A new foreman is quickly made to feel at home in this friendly environment and the educational aspect of the Association's activities helps him to see questions from new angles.

Another company has a supervisory council which is elected by the other members of supervision, and which considers, among other things, questions which are coming before the next meeting of the Works Council.

What are your views on this? What does your firm do to give supervisors a "sense of belonging" to the management team?

One executive I was talking to recently suggested that the way a senior approaches his junior, in day-to-day contacts, is an important factor in the situation. Instead of buzzing for a subordinate or getting your secretary to ring for him, for example, it is better to ring him yourself, invite him to come and see you and, if possible, mention the point you want to discuss with him.

This reduces any feeling of apprehension at "being sent for by the boss", particularly if there is a gap of several ranks between the two men.

Better still, if the senior walks out of his office and calls on his junior. This gives the former a chance to see what is going on outside his own four walls (especially if the latter's office is on the floor of a production department). It is also a courteous gesture which all subordinates welcome.

Battle of Secretaries

WHAT of contacts between equals? I have just read an amusing description of what one person describes as "the battle of the secretaries". In this game played at secretarial level, the winning secretary is the one whose boss keeps the other secretaries' bosses waiting longest on the line. The loser, I think we will agree, is most likely to be the winning secretary's executive.

Again, a secretary who gives the person ringing up the impression that her executive is too busy to talk to him—or too important—is also not lubricating the wheels of business. It is much better for the secretary to put the caller through promptly or else explain why her executive cannot answer at once. For example, "He's not in his office at the moment. Can I get him to ring you back in twenty minutes?" is much better than the bald statement, "He's out, I'm afraid."

Some executives take all their own incoming 'phone calls to avoid these complications. They feel they may waste some time on unnecessary calls but that relationships with the large majority of their callers (often busy and important people) are so much improved as to make the possible waste of time more than worthwhile. What do you think? Are there any general rules for good manners in business?

Rewards for Work

ON a topic we have recently discussed —whether we British are getting "soft" or not—a recent issue of *The Economist* contains a thought-provoking phrase for all of us. In an article analysing the present position of Britain, it suggests, among other remedies, that the Government should "reduce the burden of taxation . . . in such a way that the major benefits accrue . . . to rewards for work and not to fair shares".

Here is one of the dilemmas of our Welfare State. Policies aimed at greater equalisation of living standards weaken the incentive to work hard to earn more money. Can we as a nation develop other incentives to work and combine them with financial motives? Or will the desire to earn more money continue to be the mainspring of most human activity?

DISCUSSION LEADER

Readers are reminded that letters to Discussion Leader are always very welcome and that a guinea is paid for each one published. Letters can be on any topic (and the more controversial the better) but those dealing with issues raised in these columns are specially welcome.

Well, What Does Make an Ideal Executive?

A Personnel Manager Takes Stock

By J. M. BRIDGES
Company Personnel Manager
T. Wall & Sons Ltd.

I BEGIN with Discussion Leader's point in the December issue that "the chief executive has a complex organisational, technical and sociological task to perform if he is to maintain a healthy business".

May I suggest also that he is greatly pre-occupied with maintaining a healthy *executive*, and if we are to believe all we read that is quite some task. It gives rise to such pleasantries as, "the cause of failure was a one ulcer man in a two ulcer job", or "you can opt for a thrombosis if you think it is more fashionable".

I must confess to a distinct desire to remain healthy as well as financially solvent, so I assiduously study anything which tends to illuminate the causes of physical breakdown.

It would seem that a lot can be done on paper and the first exercise is (Glory be!) an organisation chart. Now I don't want to resurrect corpses long since flogged to death; and believe me I know a lot of the arguments for and against them even to the latest dictum of a certain research pundit which is "it is widely believed that formal organisation charts indicating lines of responsibility and communication are often *not* used". In my opinion they are *never* used.

All I would say in support of the Discussion Leader is that if you take the trouble to scribble down what you think is your organisation chart, you will get some idea of the span of control you operate and that of your subordinates too. We will not bother about your superiors. After all an ulcer is a fairly personal possession, but span of control is important and the executive who prefers an organisation chart more like a tooth comb than a Christmas tree, is certainly hogging the hospital rails. This point has been made several times.

There is absolutely no comfort for the executively disabled in the old maxim that "genius is the infinite capacity for taking pains." The kind of pains referred to here cannot be assuaged by bicarbonate. In fact it would appear that he who devotes himself to mastering all the details of his job and tries to keep running tabs on everything in his own hands is not heading for genius, but for a place in the National Insurance files.

Of course, it's so simple to see when the other chap is heading for trouble and not so easy when it comes to ourselves. Introspection is a gift—healthy in small doses—fatal in large, and it takes a lot of brain bashing to size up one's own performance and decide on what is best for number one.

A more indirect approach might be more profitable and an article to be recommended is that by V. W. Wilson, formerly the senior psychologist at the Roffey Park Rehabilitation Centre, who throws a fresh light on it in a paper recently published (*Occupational Psychology*, October, 1956). He played the old training game on 20 of the up and coming types. The question he posed was this, "Choose the best executive you have worked under, and describe his qualities in 50 words."

Answers were tabulated and 29 different desirable characteristics listed. The distillation of their various opinions is expressed as follows:

"He is a man who gives reasons for his orders, welcomes advice and ideas from his staff, and is interested in his subordinates; who sets a good example; who is honest, sincere and courageous; who is personally likeable, courteous and pleasant; who gives encouragement and praise; and who has high technical ability."

This man, of course, has no right to be in industry at all. He should be performing on a harp. Still it does let the executive see himself as others would like to see him.

A few weeks ago I heard a *cri de coeur* from an executive who was sitting in on a management training course. Similar sentiments were being expressed then, but it was too much for this chap. He broke in with an agonised, "Steady on, the boss is only human too. When he makes a slip, he deserves consideration as well."

This sounded like a good idea to me. Fashionable though it is to direct our attention to the qualities required of an executive, we might do worse than explore his relationship in the reverse direction. What, for instance, is your definition of an ideal subordinate? Don't rush in with too many superlatives; we cannot all be obedient, smiling and helpful, even though we were boy scouts in our youth. Is the good subordinate one who should be properly handled, or should he be one who knows how to make the boss handle him properly? How many marks for the subordinate who can absorb an unmerited kick in the pants and still make the boss feel good about it? Is low intelligence rating credited to the subordinate if it makes the boss seem bright by comparison? How many "private" jobs should the good sub. do?

This pot calling the kettle black stuff is good and healthy, but too often is carried out under laboratory conditions. A skilled investigator operates on a selected group, usually all of a kind. Would it be too revolutionary to suggest an exercise in which a group composed of representatives from each level of a management hierarchy meet together to hammer out the relationships which ought to be observed upwards, downwards and sideways?

Courses of training for one-type groups are bedevilled by the feeling among the participants that any preaching about human relations applies with greater force to their superiors or subordinates, with the trainer floundering around making apologies for the absentees, or archly hinting at motes in people's eyes.

Clarifying views by mutual attrition might sound too drastic for some, but wouldn't it be sanitary to formalise the battle of opinions which goes on steadily under the surface anyhow?

The training manager could merely stand by and hold coats, reversing his role of catalyst to that of inhibitor, when the fire blazed too fiercely. It might be worth a try.

A Four-Point Plan for Better Supervision

By J. N. GIBSON, B.A., LL.B.
Training Officer, National Coal Board

Our series continues with a practical training syllabus for the office supervisor who should, above all, be taught not to be discouraged by mistakes.

THE training of supervisors is a key problem in office management. For present purposes a supervisor means someone immediately in charge of a group of office workers, who is responsible for the work of the group. His training is a key problem for two reasons:—

1. *The initial training of new workers, the follow-up of induction courses, and the continued training of more experienced workers are his responsibility.*
2. *Supervisors form the bulk of the reserve from which the management grades are recruited.*

From this, four major subjects in any comprehensive training scheme in supervision must be:—

(i) *Methods of teaching*
(ii) *Human relations*
(iii) *Communications*
(iv) *The elements of management theory and practice*

Obviously courses for supervisors may be given which cover only one or two of these major areas, or which cover (as existing courses usually do) only parts of one or two of them, but no course in supervision can claim to be thorough unless all four are adequately dealt with.

What precisely I mean by this will become clear, I hope, as I take each subject in order.

Methods of teaching

Lt.-Col. Urwick has pointed out that the proverb "Those who can't do, teach" should be changed to "Those who can't teach, can't do". It could then be correctly applied to supervisors, since if a supervisor is to take responsibility for the work of his group he must be able to lead them in such a way that they meet his requirements. And this includes teaching.

The art of teaching adults differs from the art of teaching children or undergraduates—it is, says Urwick, "much more exacting than that of teaching undergraduate students. There are usually a greater variety of intellectual levels". It follows that instruction in teaching method should be given not only to newly promoted supervisors, but also to more senior supervisors who have not had comparable instruction, by a training officer who has himself been trained to teach adults and has had successful experience in doing so over some years.

This is not a subject that can be learned in a short time, and it is probably best for instruction to be spaced out over some months, the theoretical part taking a day or half a day per week, and the practical part (some of it under the friendly eye of the training officer) taking place "on the job". The supervisor should not feel the training officer is there to criticise him, but to help in difficulties and to suggest remedies when anything goes wrong.

A supervisor has also the responsibility of checking work passed up through him, which involves him in a constant educational effort to raise the standards of performance in his section. This does *not* mean, primarily, increasing the output per unit of time, but training staff to think for themselves, to use their own initiative and to grow intellectually and in practical competence so that they become fitted for higher responsibilities.

To teach his men to transcend their present limitations the supervisor must make it clear that he expects much of them, and must encourage them when they fall short of expectation. A supervisor who does anything to hold a man back from growing in this way, for fear of losing him, is acting unethically.

Human relations

Teaching method shades into human relations, which in spite of its use in current jargon is not a synonym for "keeping everyone happy". The "one big happy family" technique is not, or should not be, part of the supervisor's kit of tools. Team-work, however, is. Good human relations exist when a team of people is working together towards the same end, which each of them believes to be worth while. I have had the privilege of leading such a team, and well remember how, when the common task was not prospering as it should, arguments broke out and tempers were not surprisingly mislaid—*but human relations were good and morale (level of willingness) high.*

A supervisor must know his men, however, before he can weld them into a team. Co-operation is not won by exhortation. The key concept is to treat each person as an individual, not as a cog in a wheel. To do this effectively, it is not enough to treat each person *as if* he were an individual in whom the supervisor is interested. The supervisor must be genuinely interested in each man—counterfeit currency just doesn't pass. And he must try to like each man, otherwise his interest, though genuine, will be unacceptable: it will seem either patronising, or offensive because unsympathetic. Liking each man is difficult for people with strong prejudices—whether they are based on colour, race, religion or politics—and the supervisor will be wise to rid himself as far as possible of prejudices if he is to preserve good human relations and a cool judgment.

Mayo in his research (with others) into the aircraft industry of Southern Cali-

fornia has illustrated most of these principles of teamwork.

Communications

All courses in supervision should provide exercises which convince trainees that every communication has emotional as well as intellectual content, and that both must be controlled if the communication is to perform the work intended by its sender.

Case studies are serviceable vehicles for teaching communication. They should consist of narratives of actual events within an office situation, which set a problem for the training group to discuss and "solve". Of course, there is no absolutely *right* solution, but some solutions are better than others. During discussion, which should be carried on in small groups of not more than ten, everyone can obtain practice in communication. Many find to their surprise that the solution which seemed obvious to them is not obvious to others. The same narrative has a different emotional or intellectual content (or both) for different people. When case studies are developed into dummy interviews very difficult communication problems can be set, and agreed "best" solutions arrived at.

The more important media of communication should be reviewed, and common faults leading to ambiguity, and how to remedy them, should be dealt with in a supervisors' course in communications. The need for two-way communication between supervisor and staff should be stressed.

"Human relations, in spite of its use in current jargon, is not a synonym for 'keeping everyone happy'. The 'one big happy family' technique is not, or should not be, part of the supervisor's kit of tools. Team-work, however, is."

The elements of management

The supervisor should be urged to think of his work analytically. Although most of the *planning* function is discharged at higher levels, he should understand that he has responsibility for planning within his area of freedom. He should know what his area of freedom is: what the boundaries are that he must not transgress, e.g. those set by trade unions, other supervisors' "areas of freedom", and by management. Similarly the bulk of the *organising* activity is carried on at higher levels, but each supervisor must organise his own section.

On the other hand, the *controlling* function of management often falls very much within the purview of the supervisor. In order to ensure that the plan is being carried out he must know what it is—what future requirements are and what time schedules have to be met. He must ensure that his section fulfils promptly each part of the plan for which it is responsible.

It is here that initiative and critical thinking pay the highest dividends. The poor supervisor will do what his predecessors have done, while the better kind of supervisor will look for new ideas and opportunities to use them. His attempt to improve the performance of his section includes the constant revaluation of his own performance, of the plan to which he is working and the organisation of the office of which he is in control. He will actively seek for new developments instead of just "getting by".

A thorough course will stress these qualities of the better supervisor, and in doing so will prevent many a man from getting into a rut. Lecturing, however, is of little use on this point. To develop a critical and fresh approach to problems many training officers (including myself) have used the case study method and report very good results.

It has been said that knowing what to delegate and how to do it is the whole art of supervision. This may well be so, but whether a supervisor can delegate work or not depends on how well he has taught his staff, on their team-spirit and morale, on how well he can communicate with them and they with each other, and on whether he is in command of an efficient organisation operating to a well-conceived plan. In other words, delegation is the fruit of a healthy tree and not the tree itself. The supervisor who knows what and how to delegate has certainly mastered his craft, but a long and careful preparation always precedes this final performance.

The supervision course should terminate on the note that much can be done to improve our techniques of supervision (this applies to most offices), but that the perfect supervisor does not exist. *Every supervisor makes mistakes in the course of a day's work—sometimes elementary ones—but the worst mistake of all is to be discouraged by them.* Everything that goes wrong presents an opportunity for learning.

Supervisors Should Be Taught These Subjects

1. *METHODS OF TEACHING*

To be spaced out over some months, the theory taking a day or half a day per week and the practical taking place "on the job".

2. *HUMAN RELATIONS*

Good human relations exist when a team of people is working together towards an end which each of them believes to be worth while.

3. *COMMUNICATIONS*

Case studies are useful for teaching communication. They should consist of narratives of actual events within an office situation.

4. *ELEMENTS OF MANAGEMENT*

Each supervisor should be told what his area of freedom is, how to organise his own section, and how to assess his own performance within the plan to which he is working.

RECOMMENDED READING

Newman, H., and Sidney, D.M. Teaching Management. Routledge. 1955.
Mayo, E., and Lombard, G. Teamwork and Labour Turnover in the Aircraft Industry of Southern California. Harvard Graduate School of Business. 1944.

People at Work

Wages, Prices and Strikes in 1956

DURING 1956 there was an increase in the average level of full time weekly rates of wages of about 7½ per cent; roughly the same rate of increase as in 1955. The current index of weekly wage rates, based on June, 1947 = 100, was 166 at the end of December, 1956, as compared with 154 a year earlier. It is estimated that rather more than 12½ million workpeople received increases in rates of wages amounting at the end of the year to about £6¼ million a week. During 1956 it is estimated that about 20,000 workers had their normal working hours reduced by an average of about 1¼ hours a week.

The average level of retail prices as measured by the Retail Prices Index, rose by about 3 per cent during 1956, compared with a rise of 6 per cent in 1955. Food prices as a whole rose by only about 1 per cent, but larger increases were recorded in most of the other groups into which the index is divided, more particularly for housing, fuel and light, transport and vehicles, tobacco and services.

Stoppages of work arising from industrial disputes caused the loss of nearly 2,100,000 working days during 1956, at the establishments where the stoppages occurred. This was nearly 1,700,000 less than in the previous year. The number of workers involved in these stoppages was about 507,000, nearly 164,000 less than the figure for 1955.

Blitz on Chic

THE 800 employees of a Mitcham, Surrey, food factory will soon be without "visible means of support" when the firm's new hygiene and safety regulation comes into force. The management has forbidden the use of buttons on all overalls.

Men and women alike are being issued with new tie-on overalls in the regulation white drill, except for outside workers. Acceptance at present is gradual especially amongst the women who consider the old style more chic.

Another precautionary change is the elimination of top pockets and, to remove the last element of chic, women employees have been asked to discard their drop earrings and heavy necklaces while at work.

Worker Capitalists

EMPLOYEE shareholders of *G. Waddington & Son Ltd.*, the Hull tanners and glove manufacturers, now own more than one-third of the firm's issued share capital, it was stated at the annual general meeting last month. Several long-service employees each hold between £400 and £700 in shares.

Soviet Incentives

THOUGH Soviet ideology would deny the existence of a Russian "labour market", an American economics professor finds the familiar labour market mechanisms in operation in the U.S.S.R.

Higher wages, bonuses, pensions, improved housing are among devices employed to induce Russian workers to take jobs in essential industries and to stay on the job once hired, according to Emily Clark Brown, of Vassar College. Her appraisal of "The Soviet Labor Market" in the American *Industrial and Labor Review*, January, 1957, is based on a study of Soviet sources and on interviews and observations she made during a 30-day stay in Russia.

Professor Brown sees these job inducements as a "necessary" compromise of ideology, and as an opening for "greater liberalism". She concludes: "The fact that there is scope for individual choices must give an increased feeling of freedom and opportunity to Soviet citizens."

Grain Hazards

THE International Labour Organisation has just published a study on the risks involved in moving grain in bulk across the world. Medical data from many countries show that it causes a number of ailments. Among them are: Irritation of the eyes, nose and throat; Bronchitis;
"Grain fever", an intense irritation of the respiratory passages;
Skin diseases; allergic reactions; and lung conditions resembling pneumoconiosis.

Dust may amount from 2 to 14 per cent of the total weight of grain.

German investigators list nine principal sources of dust in the handling process, in descending order of importance as follows:

(1) the scales on which the grain is weighed and put into bags;

(2) trimming grain by shovel in storage compartments;

(3) the scales at which the grain is weighed on intake and discharge from the vessel;

(4) loading and unloading railway wagons;

(5) unloading barges with grabs or bucket hoists;

(6) blowing grain into storerooms;

(7) transport on worm or belt conveyors;

(8) testing grain for quality and for the presence of vermin;

(9) shaking and sorting bags.

The principal means of preventing the pathological conditions (due to exposure to grain dust) appear to be:

(1) cleaning the grain before it reaches the port of loading;

(2) loading and unloading by dust-tight pneumatic equipment; and

(3) provision of respirators for operations that cannot be made dustproof, e.g. cleaning holds and cleaning dust-extraction chambers.

SEEING FOR HIMSELF

Studying labour relations in Britain recently, General Manuel de Moya, Dominican Minister without Portfolio, toured the Universal Asbestos works at Watford.

Personnel Appointments

MR. F. W. COOPER, B.Sc. (Eng.), M.I.Mech.E., M.I.Prod.E., principal of the Chance Technical College, Smethwick, has been appointed education and technical officer to the Institution of Production Engineers.

MR. CYRIL A. HERRING, B.Sc. (Econ.), F.C.W.A., M.Inst.T., chief accountant of British European Airways, has been appointed personnel director of the Corporation. This new appointment synchronises with the growth of importance of the personnel branch in B.E.A., which has now been raised to departmental level in the Corporation's structure so that its head will be empowered to extend its function over a wider field than in the past. Mr. Herring, now 41, has been in civil air transport for just over 20 years.

The Council of the O.E.E.C. has appointed **DR. ALEXANDER KING, C.B.E.,** deputy director of the European Productivity Agency. He succeeds Mr. Edwin Fletcher, who returns to the T.U.C. from which he was seconded in 1955.

MR. P. PRICE, formerly personnel manager of the Scottish branches of the British Oil & Cake Mills Ltd., has been appointed company personnel manager of Birds Eye Foods Ltd. **MR. W. T. SOUTHGATE,** formerly company technical personnel manager, will assume broader responsibilities as deputy to Mr. Price.

Westland Aircraft Ltd., of Yeovil, announce the appointment as personnel manager of **MR. RALPH R. WARREN.** He will also be responsible for the personnel of the subsidiary company, Normalair Ltd. Until recently Mr. Warren was technical planning officer and chief draughtsman at Yeovil.

The following have agreed to serve on the Council of the Industrial Welfare Society:—

MR. J. W. CARMICHAEL, deputy chairman and managing director, Samuel Williams & Sons Ltd.; **MR. HERBERT HILL,** chairman, Birfield Ltd.; **MR. J. L. DANIELS,** chairman and managing director, T. H. & J. Daniels Ltd.; **PROFESSOR REX KNIGHT,** Professor of Psychology, University of Aberdeen; **SIR GODFREY INCE, G.C.B., K.B.E.,** chairman, Cable and Wireless Ltd., formerly Permanent Secretary, Ministry of Labour and National Service; **MR. GEORGE HAYNES, C.B.E.,** general secretary, National Council of Social Service, president, World Federation of Social Service; **MR. LEWIS LEVY,** director, George Cohen, Sons & Co. Ltd.; **MRS. F. SOLOMON,** welfare officer, Marks & Spencer Ltd.

Welfare Safari

The director of the Industrial Welfare Society, Mr. John Marsh, who first suggested, and was the honorary administrator to, the Duke of Edinburgh's study conference on the Human Problems of Communities within the Commonwealth and Empire, is at present making a tour of certain countries in Africa. He will return to this country on April 17.

The purpose of his visit is to study management-employee relationship problems, and the social and welfare amenities of factories, mines, estates and communities in the Gold Coast (Ghana), Nigeria, the Union of South Africa, the Central African Federation and Kenya.

For Services

SOME 4,500 employees of Wall's ice-cream and meat products manufacturers will receive a progress payment for good service during 1956. £30 will be received by all employees over the age of 21 with more than one year's service; those under 21 will receive £15.

Announcing this, Wall's group chairman, Mr. Cecil W. Rodd, said the payment was intended to be an additional reward to employees for full co-operation and effort.

Noise Purged

ONE of the largest acoustical treatments ever executed by a single firm in Britain has been carried out by the National Cash Register Company. The plan was conceived not only to combat the detrimental effect on staff of excessive noise, but also to assist the company in carrying out an "open-office" plan.

When the machine servicing departments were housed in the six-storey head office building in Marylebone Road, London, they were situated on two upper floors where, day after day, technicians were carrying out thorough testing procedure on the machines. An executive who played a prominent part in the acoustical plan described the results as "a continuous problem with operators and other staff. In the majority of cases the complaint was the same: headaches from the noise. This affected both male and female staff equally". The problem had also been discussed at meetings of the company's works council.

In an attempt to find a remedy several thousand square feet of open office space on one floor was converted into smaller units in the hope that the partitions would help to reduce the effect of accumulated noise; but this and other measures failed. Eventually, an overall plan was decided on which would not only solve the problem of noise at Marylebone Road but would also be effective in preventing the occurrence of a similar problem in the new service building at Hendon.

Ceilings and walls in all departments have been treated with Acousti-Celotex sugar cane fibre tiles. This treatment has been applied not only to all working areas but also the reception hall, canteen and staff restaurant.

Housing Incentive

THE families of key workers at industrial firms in the Eckington, Derbyshire, area are to be housed at Chesterfield Rural District Council's expense. As part of the council's plan to encourage the growth of industry in the district 35 houses will be built on a 200-acre trading estate where four firms have already begun work on new factories.

The building will not interfere with the council's normal housing programme, and in helping firms to get off to a flying start it will also provide work closer to their homes for those people already living on the estate as part of the overspill from nearby Sheffield.

A Problem—

WHETHER or not an employer regards pensions as deferred wages he should at least make sure that the employees know how much the firm are doing for them in this way.

For a pension scheme inevitably costs a lot of money. Even where the benefits which it provides are fairly modest—say, a pound or two a week for men with 40 years' service—the firm generally have to spend a sum equal to about 5 per cent of the wage bill. In some of the more ambitious schemes this figure is as high as 20 per cent.

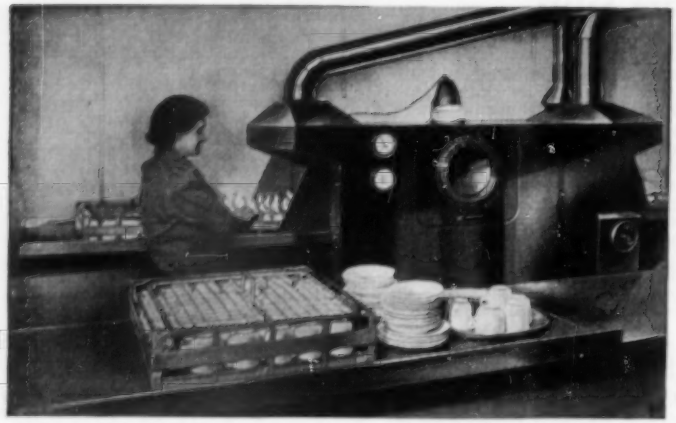
Yet few firms seem to present their pensions arrangements in an imaginative way. Any banging of drums is restricted to a short period when the scheme is introduced.

So often the new employee is simply given a small, uninspiring booklet which describes the scheme's benefits in stodgy (and sometimes baffling) language. Admittedly he can get further details from the personnel officer or another executive—but telling people that they can ask for information is not half as effective as telling them the facts in the first place. (*Business.*)

—and a Solution

H. J. HEINZ COMPANY LTD. have published a "Heinz Pension Plan" booklet to make all employees aware of what the firm provides in this field. So far as possible, "legal jargon" is out and several of the points are illustrated with examples. The method of working out the retirement pension is shown by a coloured diagram.

Pensions in the company are non-contributory but the booklet describes how by optional payments additional benefits can be had.



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MODERN canteens now handle all the washing up mechanically. The use of DAWSON DISHWASHING MACHINES effects great saving in time, labour costs and absence of breakages. Furthermore all crockery and cutlery washed by Dawson machines satisfies the standards of hygiene demanded to-day.

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New Canteens Place Accent on Comfort and Colour

Factory canteens, as well as staff restaurants and executives' dining rooms, are now beginning to acquire that "contemporary" look. It is a welcome change, and here are two examples for other firms thinking of doing a spot of redecoration.

By DAVID JUDGE

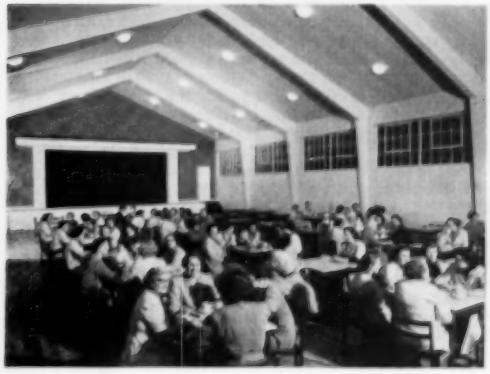
IN last month's *Point-Counter-Point* columns we made the point that factory canteens should not only be comfortable but should *look* comfortable. We have since had news from two firms who have just put this maxim into practice. These are Berlei (U.K.) Ltd., of Bath Road, Slough, the foundation garment makers, who have just completed a new "contemporary" style canteen, and the General Electric Company who, at their factory estate in Wembley, have renovated an existing one.

In the case of Berlei, the new canteen accounts for most of a 10,000 square feet extension built at right angles to the main factory and so planned that it can be used as a social centre as well. As a canteen it can seat 150; for social functions 350 can be accommodated.

The main area of the canteen is open and uninterrupted, support for the high, airy building being provided by a line of "buttress" pillars at the side. These, incidentally, make a most effective contribution to the modern appearance of the interior. The main colour scheme is cream with contrasting detail picked out in turquoise, sunshine yellow and red. The floor is of maple and the canteen tables of pink-topped *formica*. Because of the canteen's size the tables are widely spaced and behind the pillars is a modern bar. Oil heating machines maintain an even warmth throughout the year. There are speedy self-service arrangements and tiled kitchens.

The canteen is used for morning and afternoon breaks as well as during the mid-day dinner hour, but, as already mentioned, it has been designed for social functions as well and has direct entrance and exit to the public highway. Not only will the company's socials, whist drives and dances be held in the new building, but a roomy stage, crimson-curtained, has been provided as well. It is also proposed that displays of Berlei garments specially for employees shall be held here, displays along the lines of those staged by the company in stores and hotels throughout the country.

The new building also houses certain office departments, while the former canteen is being converted into management offices.



Buttress pillars at the sides give the new Berlei canteen an airy, modern appearance. An enterprising colour scheme goes with it.

New Décor Boosts Turnover by 95%

IN the case of the General Electric Company, redecoration and replanning of their Hirst Hall Cafeteria, which caters for employees of the seven works on their factory estate at East Lane, Wembley, have increased its turnover and transformed it into one of the most attractive of large canteens.

The cafeteria is on the ground floor of Hirst Hall, which also contains a restaurant, executive dining rooms and a snack bar. These establishments are usually filled to capacity during their opening hours of 11.45 a.m. to 1.45 p.m. and together serve about 5,000 meals each week apart from a large number of snacks and drinks.

When Hirst Hall first opened in 1936, it embodied many of the best features of industrial catering at that time. *Since the war, however, say the company, the heavy mid-day meal has lost its popularity and people are now more discriminating. The old type of canteen accommodation is therefore becoming out of date.* For that reason the management two years ago equipped one dining room for cafeteria service so as to give customers a choice instead of a set meal. This scheme proved so successful that it was decided to convert the main works canteen to cafeteria service.

Work began in January, 1956, and involved the replacement of all counter equipment and renewal of all lighting equipment. Tabling and seating accommodation was replaced by new furniture and the room entirely redecorated. Result—in October, 1956, turnover showed an increase of 95 per cent over October, 1955.

Now here is how G.E.C. tackled the problem of unsightly beams, which previously were overemphasised by a heavy decorative scheme. Since it was impossible to dispense with the cross beams, they have been used to advantage

G.E.C. had to build on the old, the previously unsightly cross beams having been disguised by an ingenious application of modern lighting equipment.

by the installation of suspended plaster troughs 24 in. wide and 40 ft. in length at a distance of 3 ft. below each beam. The effect is to throw light on to the ceiling and this gives the impression of reduced height. Each run of troughing is shaped to give a wide spread of light across the ceiling and the two rows of eight tubes in each section are overlapped by 5 in. to give an even illumination. Recessed spotlights at 8 ft. 6 in. apart shine down from the lighting troughs and counteract any tendency for the troughs to appear as dark silhouettes against the brightly lit ceiling.

Artistic use of colour enhances the lighting scheme. To give a high reflection value the ceiling has been painted a light matt grey and the sides of the cross beams are also in grey to blend with the ceiling. Underneath, however, the beams are in white to match the centre of the plaster troughs. The edges of the trough are duck-egg blue as are the supporting columns. Walls are in daffodil yellow with a mushroom colour surround to a height of 4 ft. Pipes and radiators fitted against this surround are also painted in mushroom to render them less obtrusive.

An harmonious combination of colours is a most valuable facet of food presentation especially when it is backed up by the correct lighting—in this case the warmest possible fluorescent lighting has been used for the food service counter. The counter itself is a new one, 70 ft. in length and including service runs, queuing barriers and two cash desks so that double service can be worked. Between the two service runs is a smaller one for customers wanting only tea, pastries and other sundries.

Finally, a word about the seating rearrangements. For the sake of appearance, and therefore of sales appeal, the seating capacity has been reduced from 90 ten-seater wooden tables to 87 six-seater tables with plastic tops of various colours. *But this reduction from 900 seats to 522 has helped towards the very large increase in the numbers using the canteen.* We may be a very conservative people in our eating habits, but the G.E.C. experience has shown that comfort plus imagination does pay dividends.

CANTEEN ADVICE BUREAU

CHAIRS

We are contemplating buying some chairs and tables of the tubular steel type for use in the works canteen. We should like the names and addresses of manufacturers and we would welcome any comments you might make regarding suitability. (L.M., Hull.)

SINCE yours is an engineering factory we would suggest that you avoid those chairs which have canvas webbing for backs and seats. In the catalogues which we are sending to you under separate cover you will see that models with preformed plywood or laminated plastic seats and backs will be most appropriate to your needs. Tables with tops which are heat and stain-resisting with a matt finish will in the long run repay their initial cost.

COLOURS

We wondered whether your Canteen Advice Bureau Section could make any suggested colour schemes for the redecorating of our factory canteen. It accommodates approximately 120 people on 20 tables and it is at present decorated in cream and green. As these colours are the predominant shades throughout the factory, we thought that a change of general colour scheme might be desirable. We shall be glad to have your suggestions. (C.G.C., Cardiff.)

WE are forwarding to you two books from our library service which will doubtless be of assistance to you. We should be glad if you would please return them at your earliest convenience, there is, of course, no charge for the loan of the books.

We would draw your attention to the effect of light on colour, to the usefulness of a wooden dado at a convenient height to prevent damage to walls by chairs, to harmonising with whatever colour of fabric may be on the canteen chairs or possibly coloured plastic table-tops you might have. The colour *blue* is rarely a highly suitable colour to be found in combination with food. We should prefer "warm" colours and if the shape permits experiment we should like the one wall in a different colour.

CONTRACTORS

I wonder if you have any comparative information regarding industrial catering firms—e.g., the services provided and management fees charged, also the current charges for meals and drinks?

We have two canteens, each providing 80-100 main meals per day, and approximately 180-200 drinks twice a day, with the usual sandwiches, cakes, biscuits, etc. (C.M.K., Macclesfield.)

MOST industrial catering firms offer one or both of two systems of operation. Either they will contract to accept the full responsibility for running the canteen, or they will act much in the same way as a departmental manager.

On the contract system the caterer may meet certain operating costs or may receive a monetary grant from the client.

On the management system any trading profit belongs to the client and any trading loss is refunded to the caterer by the client. The caterer also receives a fee or an agreed percentage of the turnover.

In neither instance does the client forfeit his rights of control and authority on matters of policy. It will be appreciated that no firm would make quotations without first investigating your particular circumstances and needs.

A list of catering contractors is attached herewith. If you would care to elaborate on the problem which inspired your letter it might be possible for me to make some useful suggestion.

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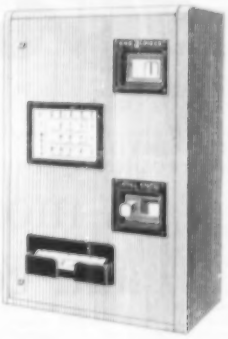

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in his broadcast to the nation on January 17, 1957

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Management Diary for March

BACIE

1-3 **Buxton.** The Developing Field of Technical Education. Weekend conference.
3-8 **Harrogate.** Training Officers (see Industrial Welfare Society).
5 **London.** The BIM Diploma in Management Studies.
5 **Leeds.** Sandwich Courses. Talk.
19 **Birmingham.** Forum: "Changing role of foremen." Joint meeting with IIA, IIS and IPM.
26 **Rutherford Technical College.** Training for Management. Talk.
27 **Nottingham.** The Place of Design in Technology. Talk.
27 **Birmingham.** Communication—Organising to get Action. Talk.

BRITISH INSTITUTE OF MANAGEMENT

21 **London.** Reorganising Keith Prowse & Co. Ltd. Talk on the management problems encountered in reorganising a company.

BURTON MANOR

24-29 The State of the Nation. Economic and social survey for foremen, chargehands, T.U. officers and shop stewards.
25-April 5 Supervisory Management. Course for foremen.

INDUSTRIAL WELFARE SOCIETY

Residential Courses

1-4 **Hotel Majestic, St. Annes-on-Sea.** Weekend conference for foremen and shop stewards.
3-8 **Prospect Hotel, Harrogate.** Joint course for Training Officers (with BACIE, IPM and NIIP).
15-18 **Grand Hotel, Brighton.** Industrial editors' annual conference.
29-April 1 **Grand Hotel, Brighton.** Conference for women supervisors.

Non-residential Courses at Robert Hyde House

5-7 Retail Conference.
11-15 Junior Executives and Management Trainees.
12-13 Discussion Group Leading.
19-20 Visual Aids.
20-21 Works Managers' Conference.

Evening Discussion Groups at Robert Hyde House

11, 18, 25, April 1 Filmstrip discussion groups for foremen.

One-day Conferences and Meetings

5 Canteens course.
7 Personnel administration course.
12 First aid assistants.
21 New Thinking Luncheon. "The Dilemmas of Decentralisation."
28 Industrial Editors' (Welfare) Group. Layout and Typography.

INSTITUTE OF INDUSTRIAL SUPERVISORS

1-3 **Ashorne Hill.** Practice of Supervisory Management.
8-10 **Missenden Abbey.** Work Study for Supervisory Management.
15-17 **Allan Water Hotel, Bridge of Allan.** The Foreman and Cost Reduction.
22-24 **St. Ann's Hotel, Buxton.** Human Relations.
29-31 **Crown Hotel, Scarborough.** Practice of Supervisory Management.
29-31 **Marine Hotel, Troon.** Work Study for Supervisory Management.

INSTITUTE OF INDUSTRIAL TECHNICIANS

21 **Manchester.** Industrial Psychology. Talk.

INSTITUTE OF PERSONNEL MANAGEMENT

1-3 **Peebles.** Scottish and border region conference.
3-8 **Harrogate.** Training Officers (see Industrial Welfare Society).
8-10 **Bournemouth.** London and south eastern region conference.
10-15 **London.** Staff Management in Offices. 5-day residential study course.

INSTITUTE OF WELFARE OFFICERS

8 **Birmingham.** Problems arising from Personal Relationships. Talk.

INSTITUTION OF WORKS MANAGERS

26 **Birmingham.** A lead by top management. Talk.
11 **Manchester.** The medical aspects of the Factories Acts. Talk.
19 **Liverpool.** Recent research on management as a social structure. Talk.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

3-8 **Harrogate.** Training Officers (see Industrial Welfare Society).
11-15 5-day course in selection methods, part I.
25-29 5-day course in selection methods, part II.

RESIDENTIAL COURSES FOR GIRLS

2-9 **Avon Tyrrell, Hampshire.** Course for girls being considered for promotion.

SUNDRIDGE PARK

18-20 The Impact of Computers and Automation on Management.
24-April 13 Measurement for Management. 3-week residential course for executives.

URCHFONT MANOR

4-14 The Human Factor in Industry. Course for foremen, chargehands and union representatives.
15-17 The Human Problems of Technical Progress. Course following up series of BBC broadcasts on the subject.

Official Publications

STATUTORY INSTRUMENTS

No. 2060. The Wages Regulation (Made-up Textiles) Order, 1956. Dated December 20, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 5d. Sets out statutory minimum payable in substitution for 1955 Order and previous amended Orders. Effective from January 11, 1957.

No. 6. The Wages Regulation (Keg and Drum) Order, 1957. Dated January 3, 1957, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out statutory minimum payable in substitution for 1955 Order and previous amended Orders. Effective from January 18, 1957.

GENERAL

Choice of Careers, New Series No. 75. Retail Selling. *H.M.S.O.* 1s. 9d.

Toxic Gases in Industry. Methods of the detection of, No. 3. Chart of stains for detection of Sulphur Dioxide. *H.M.S.O.* 2s. 6d.

Explosives Factory Accident. Report No. 250 on fatal accident in Berkshire factory. *H.M.S.O.* 2s. 6d.

Boiler Explosion Acts, 1882 and 1890. Reports of preliminary inquiry into explosions in N. Ireland (*H.M.S.O.* 8d.), on board the s.t. "Libyan" (*H.M.S.O.* 1s.) and in Lincolnshire (*H.M.S.O.* 1s.).

Clean Air Act, 1956. Circular No. 64/56. *H.M.S.O.* 2d.

Clean Air Act, 1956. Memoranda: Miscellaneous Provisions (*H.M.S.O.* 8d.) and Smoke Control Areas (*H.M.S.O.* 1s. 3d.).

Graduate Students and Research Workers. Notes on Dept. of Scientific and Industrial Research grants. *H.M.S.O.* 1s. 3d.

EPA European Technical Digest No. 12. *O.E.E.C.* 14s. Sold by *H.M.S.O.*

Trends in Economic Sectors, 3rd year. Chemical Industry in Europe. *O.E.E.C.* 14s. Sold by *H.M.S.O.*

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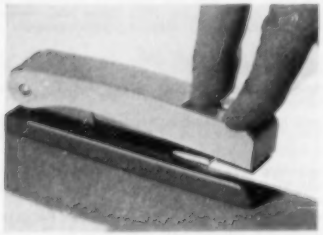

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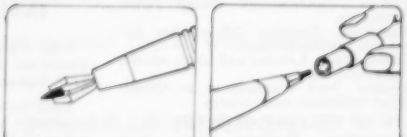

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Firms with new products for better, safer working in industry are asked to send details to the Editor with, if possible, an illustration.

Efficiency Aids

SIMPLE AND SAFE

THE removal of bungs from drums should be a small job, but too often, without the aid of proper tools, it can be an awkward and even unsafe one. Simplification of the task is offered by this universal bung wrench (*Registered Design No.* 882495).

Made from beryllium copper it is claimed to be as strong as steel yet free from any risk of sparking, which renders it ideal for use in inflammable atmospheres. Although these non-sparking properties are its chief attraction (it is one more addition to the manufac-

turers' wide range of safety tools) its versatility recommends it for universal application.

Beryllium & Copper Alloys (Safety Tools) Ltd., 47 Victoria Street, London, S.W.1.

SMALL-SCALE MEASUREMENT

THIS new *Hand Stroboscope* (*Type* 5) is the latest addition to the range of EMI Stroboscopes. Built on simple and robust lines, it is a hand-held instrument designed primarily for use in small workshops, factories and garages for the observation of rotating and reciprocating machinery. Its scale covers a range of 300-6,000 r.p.m., and operation is from A.C. mains of 220-240 V., 50 cycles.

For the measurement of rotational speed and frequency within the limits of 2 to 20,000 c/s, the makers have produced a portable electronic *Tachometer* (*Type* 2). These limits are covered in four ranges with an accuracy, the makers claim, of better than 2 per cent.

This versatile instrument is supplied with a photo-electric probe and is also suitable for use with other types of transducer; an output is available for driving a pen or similar type of recorder.

The *Tachometer* is built into a portable case which also houses the probe and mains cable. Mains supply required is 220-250 V., 50 cycles, 110 V. to order.

EMI Electronics Ltd., Hayes, Middlesex.

CLEAN AND SPEEDY

THERE are no messy paste pots and sticky fingers to make pasting a tiresome business when the new *Fastik* Fountain Glue Pen is used. Its operation is simple: the cap is removed, the pen tip is pressed on to a surface where glue is required and a spot of a fast sticking glue is immediately deposited. Loaded with a replaceable glue cartridge refill and slightly thicker than a fountain pen, the *Fastik* is handy and designed for

speedy action; when sticking paper to paper two sheets can be stuck fast after only a few seconds' pressure.

The pen, which is in a plastic casing available in a wide variety of colours, is claimed to be completely leakproof. Moreover if glue does accidentally get on to the fingers it does not become tacky but can be brushed off at once.

The Glue Pen Co. Ltd., 711 North Circular Road, London, N.W.2.

BENDING MADE EASY

A COMPLETELY new design of portable bending machine has been developed for the small contractor and user. Easily carried in a tool bag, it has been produced primarily for bending conduit tubes of $\frac{1}{2}$ in. and $\frac{3}{4}$ in. diameter and can be fixed to a bench or bolted to the leg of a standard tripod vice.

Conventional benders normally effect a bending radius of three or three and a half times the diameter of the tube but the *Midget*, by the substitution of a smaller former (supplied as an extra),

can reduce this radius to 2 in. This enables tubes to be "nested" inside each other where space is important and a closer radius bend is essential. Versatility is achieved by using an advanced pressure roller in addition to the usual guide roller.

General Electric Co. Ltd., Magnet House, Kingsway, London, W.C.2.

ROBUST INSULATION

THE makers of *KABI 12-way 5/10-amp. flexible terminal strip* (*FLX.5*) can now despatch their product from stock on the day the order is received. The remarkable features which the makers claim for the product include resilience, excellent electrical properties and the ability to withstand high working voltages.

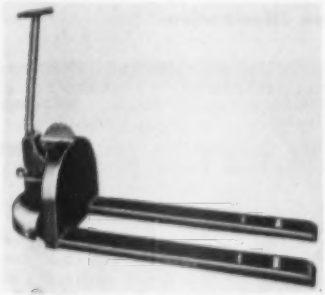
The strips can be cut into smaller units with an ordinary knife, and can be supplied printed with letters and/or figures to the customer's specification. Proof against breakage by vibration and mechanical shock, they can be secured to irregular or radiused surfaces without risk of fracture.

Precision Components (Barnet) Ltd., 13 Byng Road, Barnet, Herts.

Handling

NO OVERLOADING

THE hydraulic system of this new hand pallet truck is of entirely new design and incorporates a pump unit of extra large capacity. The fluid reservoir has ample capacity and will give several years' use without attention. The truck



cannot be overloaded as it is protected by a factory-set relief valve. A few strokes of the combined handle and pump lever will give the full 5 in. lift, which enables the truck to be used for post pallets, stillages or crates, as well as for flat pallets.

The control valve is operated by either left foot or right foot. In the fully left position the truck is ready for raising—in the fully right position the load descends. The central position is neutral leaving the handle entirely free. Steering lock is 180 degrees. Central pedal permits operation from either side or with either foot. Lifting linkage is adjustable, maintaining full lift at rear as well as front.

Barrel type rear wheels are fitted, the middle portion being straight to carry load—edge portions have large radius curvature to avoid cutting on irregular floors.

H. C. Slingsby Ltd., 85, 95 and 97 Kingsway, London, W.C.2.

Heating

PERSONAL WARMTH

MARLEY CONCRETE LTD. have now produced *Thermax* panels for use where adequate, overall heating is not installed.

The panels provide personal warmth and comfort for each worker and, because they operate on low voltage supplies through transformers, the panels are absolutely safe. They are fully portable and can always be re-positioned.

The size of the panels is 2 ft. by 2 ft. by 2⅛ in., and weight is 70-75 lb. Voltage is primary 200-250 volts, A.C. mains; secondary 9-12 volts, loading 70-100 watts. A low voltage transformer is supplied complete with mains and 8 feet of insulated lead to connect mains with panel through the transformer. Transformers can be provided to feed current to several panels simultaneously as required.

The product is of special grade concrete and has an extremely hard-wearing surface. All corners and arrises are rounded and the panel stands slightly above floor level on shallow legs.

Little electricity is used—consumption equals that of a medium-size light bulb—and several hours running costs only one penny. Installation costs are also low. The price of each panel is £10 19s. 0d. delivered to the nearest railway station.

Marley Concrete Ltd., Peasmarsh, Guildford.

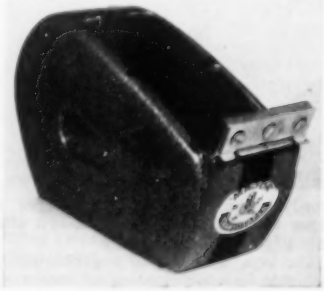
Packaging

TYING AND SEALING

ONE firm of packaging tape manufacturers has added three new products to its range. *Twistseal* is a special cellulose film bonded to fine strands of steel wire. Moulded by finger touch into any position with speed, it provides an effective seal when twisted and has been found ideal for sealing all types of bags, transothene, film and kraft. It is manufactured in two widths—5 and 10 mm.—and a range of colours making it especially useful for colour identification on component parts. More general uses are for stringing, banding and thonging.

Tielon is made from 300 substance plain or coloured film bonded to strands of high tensile rayon yarn and is supplied in a range of 10 colours or transparent. In two widths—5 and 10 mm.—it is claimed to be stronger than any tying tape of equal width; its tensile strength is 33 lb. (straight pull) and 20 lb. (knotted). It is cheaper than cotton tying tape, when unprinted. Printing makes it more expensive in small quantities but slightly cheaper in large.

The new *Transotaper "Major"* is another addition to the firm's machines designed to simplify tape packaging. The blade will cut cleanly all self-adhesive tapes—filmic, cloth, cambric, masking, cotton, P.V.C. and reinforced tapes. It is set at a practical height and articles for packing, identification or labelling can be brought up close to the cutter which is fitted with a spring action safety guard. The machine takes all lengths of roll from 11 yds. to 125 yds., and all widths from ½ in. to 2 in. Re-load action is simple and



speedy. Fitted with self-locking adjustment, the core spindle takes 1, 1½, 2 and 3 inch cores. The hardened lightweight metal of the machine has a hard wearing polychromatic finish, and the base has sorbo rubber suction feet for firm holding when in use.

John Gosheron & Co. Ltd., The Packaging Tape Centre, Albert Embankment, Vauxhall, London, S.E.11.

Good Housekeeping

LARGE-SCALE CLEANING

FACTORY cleaning can be greatly assisted by the use of two industrial vacuum cleaners now on the market. The *Carryvac*, which weighs 26 lb., is designed to be carried on the back of the operator or placed on its carriage according to the nature of the work to be performed. These two operating methods

enable large-scale cleaning of every type in the works and warehouses to be easily and speedily effected. It can also be used for cleaning carpets and upholstery, and among other uses are the removal of noxious vapours, poisonous gases, sawdust, shavings and swarf (in which case it can be mounted in a stationary position). Its air output is such that it is ideal for the spreading of disinfectants, etc., and it can be coupled to a spray gun or heater.

Its motor can be used on A.C. or D.C. mains on a wattage of 650. The press-switch is located on the connecting cable, and the following accessories are supplied: 30 feet of flex, wall brush, floor nozzle, angle piece, small brush, upholstery tool, crevice tool and two extension tubes.

The *Powervac Model EME* 33 is another compact and powerful industrial cleaner. Unlike the *Carryvac* it is not portable but, being mounted on three rubber-

tyred ball-bearing castors, it is quite mobile and can be easily wheeled along gangways with a minimum of effort. Dust is collected into a capacious and easily removable bag, and the motor is enclosed in a steel container which gives greater rigidity and prevents damage from clumsy operation. The adaptability of the *EME* 33 to uses other than cleaning is the same as the *Carryvac*. Height, width and weight are 38 in., 15 in. and 115 lb., respectively.

Powervacs Ltd., 6 Cockhill, London, E.1.

GUARD AGAINST WEATHER

RESISTANCE to weather and corrosion, salt water and brine and an impressive number of chemicals from alcohol to zinc sulphate is provided by *Pitakote* paint coating. It also resists continuous heat to 230°F. and cold to −40°C. Easy to apply, it can be laid over bare iron and steel, aluminium, copper, wood, concrete, asbestos cement and brick, and can, in some circumstances, be used on top of existing paint work. The coverage varies with the type of surface but on a smooth, non-absorbent surface each gallon has a covering capacity of 50-60 square yards.

Pitakote is supplied in two parts—the base and the activator—and although storage is limited after mixing, the separate components have indefinite storage life.

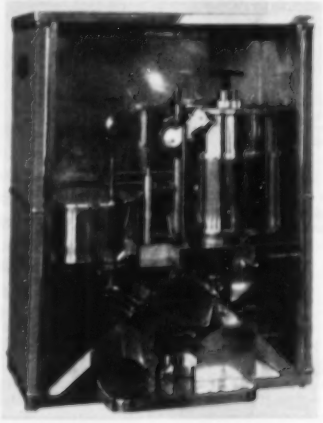
The manufacturers have recently announced the issue of a new shade card for their *Pitan Limelight* and *Pitan Standard* emulsion paints. The card shows 13 basic colours, but gives another 36 shades obtained by merely mixing two of the standard shades.

Allweather Paints Ltd., 36 Great Queen Street, London, W.C.2.

Canteen

CASH CONTROLLER

WHEREVER strict cash control is required at the tea point in a canteen the *Bruin* tea dispenser, operated by a counter-hand, is an asset. Worked from the counter or against a wall, it is claimed to be capable of serving 600 individually made cups of tea per hour. An added advantage is the automatic control which it places upon the measuring of tea and milk. The *Bruin* is finished in P.V.C. or stainless steel. The model illustrated is without a cover, but this can be supplied in either finish or in polished aluminium.



Peerless & Ericsson, 1 Carlisle Road, The Hyde, Hendon, London, N.W.9.

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THE task of marking industrial clothing and textile accessories, like towels, to discourage theft or borrowing, has been greatly simplified by the introduction of press-on identification tapes. The tapes are in fine, white printed cambric, backed with special thermo-adhesive. They can be applied to almost any article or surface simply by pressing with a hot iron.

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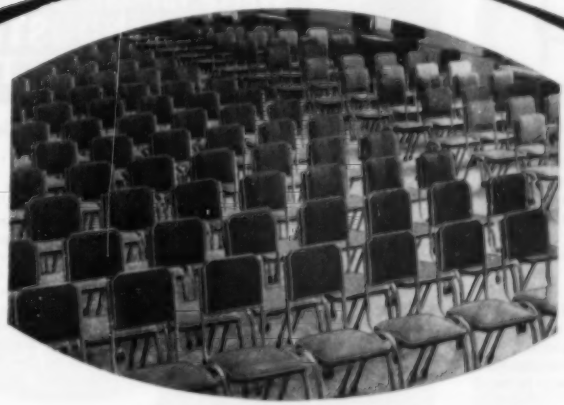

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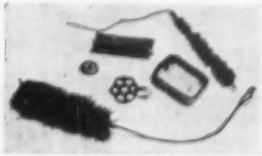

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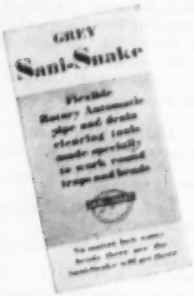

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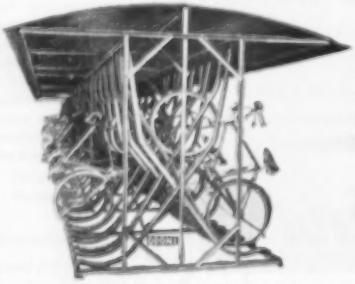

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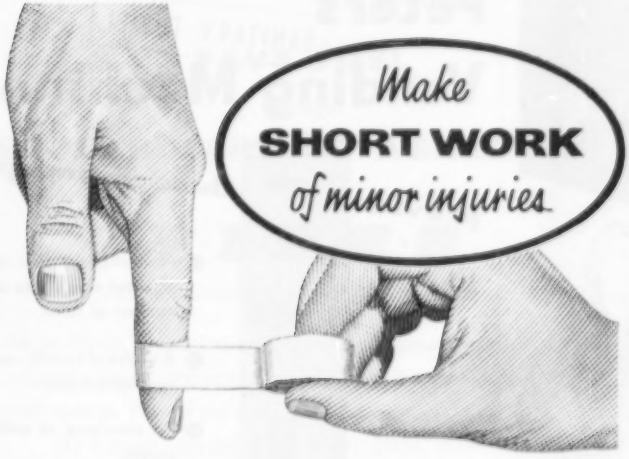

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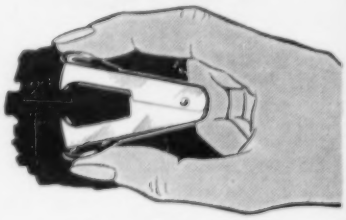

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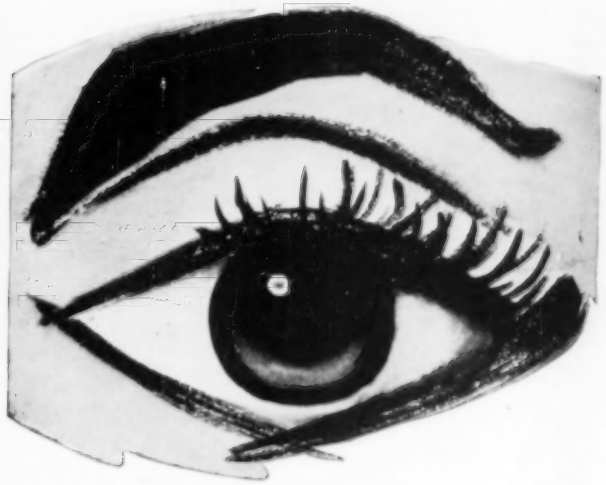

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